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# annual report 2013

at the core of life today

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# Profile

Atos SE is an international information technology services group with 2013 annual revenue of €8.6 billion and 76,300 employees in 52 countries.

Serving a global client base, Atos SE (Societas Europaea) delivers IT services through Consulting & Systems Integration and Managed Services. It delivers transactional services through Worldline, the European leader and a global player in the payments services industry. With its deep technology expertise and industry knowledge, Atos works with clients across Manufacturing, Retail & Transportation; Public Sector & Health; Financial Services; Telcos, Media & Utilities business sectors.

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 & Paralympic Games and is quoted on the NYSE Euronext Paris market. Atos operates under the brands Atos, Worldline, Atos Consulting and Atos Worldgrid.

Profile



**A+ for Corporate Responsibility Report in 2013**  
A+ is the highest level of qualification from the Global Reporting Initiative, requiring entire management disclosure on sustainability performance standards and assurance by an external third party.



MEMBER OF  
**Dow Jones Sustainability Indices**  
In Collaboration with RobecoSAM

In 2013, Atos entered the Dow Jones Sustainability Index World and the Carbon Disclosure Project.

# Interview with Thierry Breton

## Chairman and Chief Executive Officer



Interview with Thierry Breton

### What were the highlights of Atos' performance in 2013?

**Thierry Breton:** In 2013, we completed the three-year plan announced in December 2010. Once again, we delivered on our commitments, demonstrating our ability to execute our transformation plans perfectly and anticipate the new technology trends. As expected, profitability improved significantly with operating margin increasing to 7.5% of revenue. Free cash flow totaled more than €350 million, and earning per share was up +50% compared to 2011. During this period the Group generated €8.6 billion revenue with 76,300 employees, most of them engineers. The Group focused on cash generation leading to a net cash position above €900 million at the end of 2013.

Moreover, I am proud that we won several highly innovative contracts. In Cloud services, Canopy won major new contracts with existing Atos customers like Philips, Achmea, and Telegraaf Media, or new accounts like ACT or City of San Diego. In Big Data, Atos signed new contracts with the German Federal Employment Agency and Arbeitsmarketservice in Austria. In Mobility, Worldline developed a mobile and web-based application incorporating its electronic payment solution and enabling online

ordering and will accompany McDonald's in France in its new digital strategy. Finally, in Cyber Security, we won deals with Swiss Re and with the Dutch Ministry of Defense.

### What are your targets for Atos in the next three years?

**Thierry Breton:** As stated in our 2013-2016 Development Plan, our goal over the next three years is to become the preferred European global IT brand in global IT services and payment solutions. Leveraging both our IT services and our payments businesses, the priority of this new three-year plan announced last November is to deliver profitable growth and to increase operating margin by +100bps to +200bps by 2016 while generating a free cash flow between €450-500 million in 2016. Our solid 2013 results demonstrate that the Group has the track record and now the financial means to deliver this 2016 strategic plan approved by 99.6% of shareholders in December 2013.

### How will Atos prepare its workforce to meet these ambitions?

**Thierry Breton:** Our Wellbeing@work program continues to create a stimulating environment for our Business Technologists to collaborate and build communities, based on our Zero email™ initiative. We now have more than 5,000 communities bringing tangible benefits in terms of

synergies, efficiency gains and a better working environment. All of these types of initiatives form part of our overall commitment to corporate responsibility. For three years in a row, we have been recognized by the Global Reporting Initiative (GRI) with an A+, the highest mark. I am extremely proud as our Business Technologists have made tremendous efforts for the company to reach the leading position in these areas. For a company like Atos which relies on the talent of its people, these achievements are excellent benchmarks for our future performance as we are committed to attracting and retaining the people who will drive our continuing outperformance.

### What is the strategy behind the carve-out of Worldline?

**Thierry Breton:** This is a very exciting time for the global payments market. It is a moment of transformation. The carve-out will provide us with the strategic and financial flexibility to expand Worldline's product offerings across the entire value chain. To give full effect to this flexibility, we have the ambition to complete the IPO<sup>1</sup> of Worldline in 2014, to accelerate its development and to play a leading role in the consolidation of the European payments market.

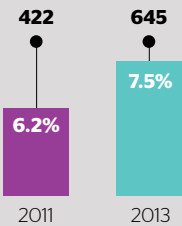
“Our goal over the next three years is to become the preferred European global IT brand in global IT services and payment solutions.”

<sup>1</sup> Depending on market conditions and after consultation of the appropriate employee representative organizations.

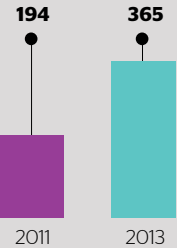
## 2011-2013 three-year plan: from profitability improvement to strong cash generation

**Between 2011 and 2013, Atos demonstrated its ability to deliver its strategic plans.** Today, Atos has the know-how and the capability to meet the ambitious goals of its new three-year plan called Ambition 2016.

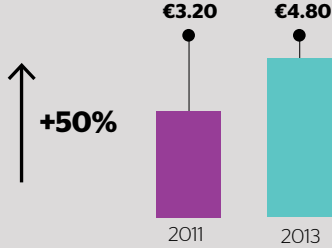
### Profitability (in € million)



### Free cash flow (in € million)

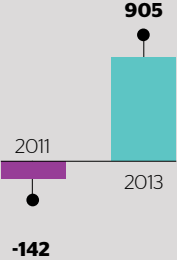


### Earning per share\*

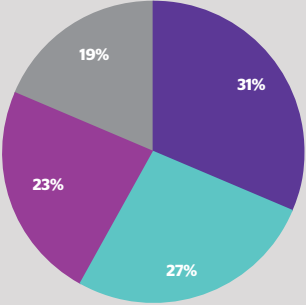


\*adjusted, non-diluted, based on December 31, 2011 number of shares

### Net cash position (in € million)



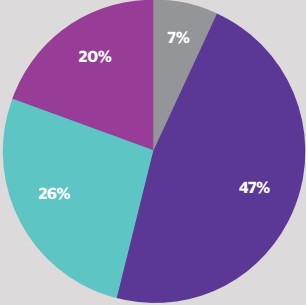
### Revenue breakdown by Market\*



IN € MILLION	2013
Manufacturing, Retail & Services	2,702
Public Sector, Healthcare & Transport	2,307
Telcos, Media and Utilities	1,992
Financial Services	1,614
<b>TOTAL GROUP</b>	<b>8,615</b>

\*Constant scope and exchange rates.

### Revenue breakdown by Service Line\*



IN € MILLION	2013
Managed Services	4,017
Systems Integration	2,278
HTTS and Specialized Businesses	1,706
Consulting and Technology Services	613
<b>TOTAL GROUP</b>	<b>8,615</b>

\*Constant scope and exchange rates.

2013 results

## Interview with Thierry Breton

This will enable Worldline to be much more agile and secure more opportunities than in the past. Everyone at the company is very excited about the outlook for Worldline, in 2014 and beyond.

### You mentioned alliances to develop new offerings. What is the significance of the Atos ecosystem approach?

**Thierry Breton:** We continued to develop a very strong culture of business alliance in 2013. We strengthened our alliance with Siemens, our foremost industrial partner and first shareholder through joint initiatives and joint development innovations which generated more than €500 million over the last two years. With circa €280 million of pro forma revenue in 2013, Canopy, the joint venture that cements our alliance with EMC<sup>2</sup> (world leader in storage technology) and VMware (world leader in virtualization technology), registered major new contracts in the field of Cloud Computing. Through Canopy, Atos is playing a world-leading supporting role for its clients transitioning to the Cloud. We also reinforced our relationship with Samsung, SAP, Microsoft and Yonyou through the Yunano joint venture in China. My ambition for the next three years is to further strengthen these partnerships and develop other partnerships.

### A final word?

**Thierry Breton:** Thanks to the successful integration of Siemens IT Solutions & Services and our permanent investment in innovation, the Group is now ideally placed to become the preferred European brand in Global IT and Payment solutions.

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, this ambition will soon become reality.

On behalf of you, dear shareholders, and of the Board of Directors that I chair, I would like to thank our 76,300 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.

**“Everyone at the company is very excited about the outlook for Worldline, in 2014 and beyond.”**

### In 2013

8,615

Revenue (€m)

7.5%

Operating margin

365

Free cash flow (€m)

905

Net cash (€m)

## Management

# Corporate governance

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

Management



**Thierry Breton**

Atos SE Chairman & Chief Executive Officer, Worldline Chairman.



**Charles Dehelly**

Senior Executive Vice President, Atos Group Global Operations.



**Gilles Grapinet**

Senior Executive Vice President, Atos Group Global Functions, Worldline Chief Executive Officer.



**Michel-Alain Proch**

Executive Vice President, Atos Group Chief Financial Officer, IT & Processes.



**Patrick Adiba**

Executive Vice President, Atos Group Human Resources, Olympics and Major Events.



**Philippe Mareine**

Executive Vice President, Atos Group General Secretary, Head of Siemens Global Partnership.



Atos' Zero email™ program  
Towards a new collaborative work environment

In February 2011, Thierry Breton announced the ambition for Atos to become a Zero email™ company within three years. Since, we have collectively reduced internal emails by 60% and have improved global collaboration 20 times.

When the Zero email™ program was launched in 2011, Atos was largely dependent on email for communication and collaboration, using email and telephone for conversations and email distribution lists for mass communications. Email was also used by a wide range of applications to alert employees, adding significantly to the information overload. In the three years since the launch, Zero email™ has successfully enabled new ways of leading and collaborating. It has transformed the working environment at Atos, improved internal collaboration, made the company more efficient and enhanced wellbeing at work. Zero email™ has increased productivity by making it easier for employees to work together and improving motivation. The key to the success of the Zero email™ initiative has been the

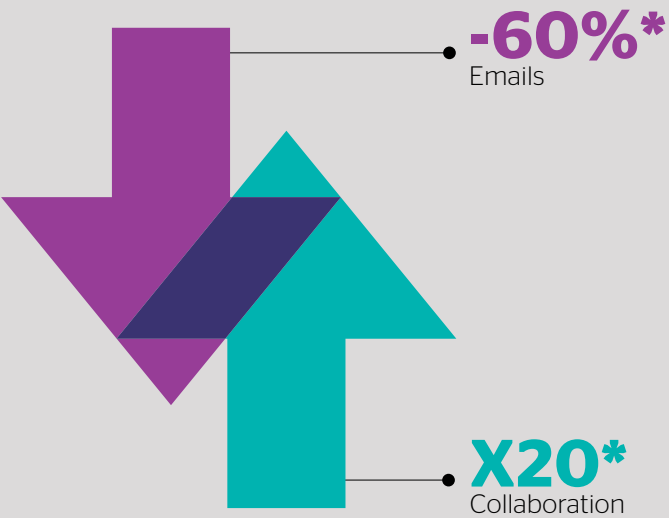
deployment of a series of sophisticated social collaboration technologies. Taken together, these have enabled the development of an entirely new collaborative workplace at Atos. These collaborative technologies include blueKiwi, which facilitates the creation of online communities across Atos, as well as tools for instant messaging and voice meetings, and for document sharing at Atos on a global scale.

Atos' productive and open working culture

Atos has invested strongly in rolling out these technologies and training its workforce for a new, more collaborative culture. By the start of 2014, the working environment at Atos was based primarily on the use of these shared technologies rather than on email, with tangible benefits both for the business and for employees. Information overload and overflowing inboxes have been eliminated. In their place, there is a more collaborative management style, and a strong focus on cooperation and working together. The replacement of email with collaborative technologies has resulted in a profound cultural shift at Atos.

The working culture has evolved from one based on hierarchies and command-and-control to a more open environment in which employees and leadership can engage with each other more easily and immediately. Emails assigning employees to tasks are being replaced by discussions on online communities where managers and employees can communicate with each other, generate new ideas, and share best practices. Employees point to the benefits of these social collaboration tools which encourage innovation, and support them in preparing for bids, sharing knowledge, saving time and enable them to be networked with colleagues in Atos' large global community. Atos is already reaping the rewards of the transformation of its working culture. The use of collaborative technologies has improved the performance and productivity of employees across the organization, and is creating value for Atos customers, projects and services. Atos is now ready to bring the valuable lessons it has learnt from Zero email™ to the wider market.

Zero email™ program



\*ratios calculated between March 2011 and December 2013.

2 million

pages viewed in blueKiwi  
in December 2013

300,000

collaborative contributions  
per month recorded in  
December 2013

Corporate governance

The Company committed in 2008 to implementing the AFEP-MEDEF corporate governance code for listed companies, relating to, notably, the conditions of compensation of senior corporate officers, and it regularly reports thereon. The Board of Atos met on December 19, 2013 to perform an annual review of

the implementation by the Company of these governance principles, taking into account the revised AFEP-MEDEF Code of June 2013. The Board wanted to assess the implementation of these provisions with regard to the Company's registration document for 2012, compared against the statistics set out

in the 5<sup>th</sup> yearly report of October 2013 regarding the implementation of the AFEP-MEDEF recommendations by companies in 2012. Following this meeting, to which some elected representatives of the Company's employees participated (pursuant to an agreement dated December 14, 2012 in connection with

the transformation of Atos to a European Company), the Board of Atos considered that the system put in place by the Company on corporate governance, including on the Chief Executive Officer compensation, is fully compliant with the recommendations of the AFEP-MEDEF Code.

Management

Board of Directors

As at December 31, 2013, the thirteen members of the Board of Directors were:

- **Thierry Breton**, Chairman of the Board of Directors,
- **Nicolas Bazire**, Chairman of the Nomination and Remuneration 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 Nomination and Remuneration Committee,
- **Colette Neuville**,
- **Aminata Niane**, Member of the Audit Committee,
- **Michel Paris**, Member of the Audit Committee,
- **Lynn Sharp Paine**,
- **Pasquale Pistorio**, Member of the Nomination and Remuneration Committee,
- **Vernon Sankey**, Member of the Audit Committee,
- **Lionel Zinsou-Derlin**.

The Executive Committee

The Atos Group Executive Committee is composed of:

- **Thierry Breton**, Atos SE Chairman & Chief Executive Officer, Worldline Chairman,
- **Charles Dehelly**, Senior Executive Vice President, Global Operations,
- **Gilles Grapinet**, Senior Executive Vice President, Global Functions, Worldline Chief Executive Officer,
- **Michel-Alain Proch**, Head of Finance and IT & Processes,
- **Patrick Adiba**, Head of Human Resources, Olympics and Major Events,
- **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, Public Sector supervision,
- **Bruno Fabre**, Head of Telcos, Media & Utilities,
- **Sven Rehders**, Head of Manufacturing, Retail & Transportation,
- **Kari Kupila**, Head of Siemens Account,
- **Dr. Ljiljana Mitic**, Head of Financial Services,

- **John Evers**, Head of North America,
- **Alexandre Gouvêa**, Head of Latin America,
- **Winfried Holz**, Head of Germany,
- **Herbie Leung**, Head of Asia Pacific,
- **Ivan Lozano**, Head of Iberia,
- **Milind Kamat**, Head of India,
- **Hanns-Thomas Kopf**, Head of Central & Eastern Europe,
- **Ursula Morgenstern**, Head of UK & Ireland, Head of Cloud & Enterprise Software,
- **Rob Pols**, Head of Benelux & The Nordics,
- **Jean-Marie Simon**, Head of France,
- **Eric Grall**, Head of Managed Services,
- **Francis Meston**, Head of Consulting & Systems Integration,
- **Marc-Henri Desportes**, General Manager, Worldline,
- **Christophe Duquenne**, Chief Operations Officer, Worldline,
- **Olivier Cuny**, Secretary to the Executive Committee.

## Expertise & markets

# A leading player in global IT services and payments solutions

## Leader in world-class business technology services

### Consulting: Transforming business through innovative business technologies

Atos helps clients deliver innovation to their customers, reduce costs and improve effectiveness by leveraging business technologies. Business innovation, IT leadership and sector-specific solutions form the foundations for delivering these services. This core expertise is complemented by Atos Consulting's 'digital to performance' approach which helps companies recognize how they can best take advantage of digital technologies. Much more than just a product implementation, Atos Consulting's comprehensive Digital Transformation solutions transition organizations to be able to connect and collaborate both within and outside the organization, much more effectively. 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 digital technologies and Cloud solutions.

### Systems Integration: Delivering end-to-end business systems

Atos has a strong portfolio of Systems Integration offerings to provide increased added value for clients to drive their growth and profitability. Its enhanced global delivery model adds quality, scalability, predictability and flexibility at a competitive price point, and benefits from a strong global presence. Atos continues to adapt its existing portfolio to cater for the increasing demand for SAP-based solutions and industry-specific Business Intelligence, Analytics and Smart Mobility solutions. The Atos Global Delivery Platform is based on industry best practices for the governance, management and delivery of the project base business or application management services.

### Managed Services: Transforming today's enterprise IT to future hybrid IT landscapes

Atos is at the forefront of transforming its clients to the new world of hybrid IT landscapes. This is built on its expertise in delivering IT managed services for many years, strengthened by vertical industry knowledge, and now enhanced by the new Cloud venture Canopy. Atos Adaptive Workplace has been recognized several times by independent analysts, as the most visionary

workplace services provider in Europe, and as a leader in European and North American datacenter outsourcing and utility services as well as European help desk and desktop outsourcing. Whether our clients require the expertise to extract real time business information from Big Data or the cyber security capabilities of managing millions of digital identities, Atos is the trusted way forward.

### Cloud & Enterprise Software: Opening the door to the new world of IT

Cloud Computing is generating major changes in the way enterprises define and consume services with a corresponding shift in the way technology service providers organize themselves and structure their go-to-market approach. In response to customers' growing requirements for IT as a service, the Cloud & Enterprise Software service line was created on July 1, 2013 to support the further development of Cloud activities. With over circa €280 million pro forma in revenue and major clients around the world, Atos is the European leader in enterprise and government Cloud. Together with Canopy, Atos' Software-as-a-Service solutions, Yunano and blueKiwi, form a strong differentiator.

### Payments & Transactional services: Weaving seamless experiences

Worldline, an Atos subsidiary, is the European leader and a global player in the payments services industry. Worldline delivers new generation services, enabling its customers to offer smooth and innovative solutions to the end consumer. A key actor for B2B2C industries, with 40 years of experience, Worldline is ideally positioned to support and contribute to the success of all businesses and administrative services in a perpetually evolving market. Worldline offers a unique and flexible business model built around a global and growing portfolio, thus enabling end-to-end support. Worldline activities are organized around three axes: Merchant Services & Terminals, Mobility & e-Transactional Services, Financial Processing & Software Licensing. In 2013, Worldline's activities within the Atos Group generated revenues of €1.1 billion. The company employs 7,300 people worldwide.

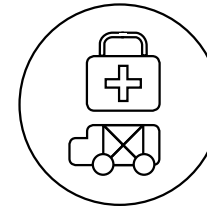


**“Atos has recurring revenues of 75%+ per year based on multi-year contracts.** We are with customers for five, seven and sometimes ten years keeping our customer base through constant focus on quality, proactive innovation and cultural proximity.”

**Gilles Grapinet**

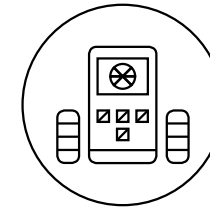
Senior Executive Vice President, Global Functions, Atos Group

## Markets



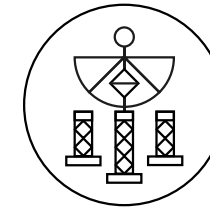
### Public Sector & Health

**Atos is an active partner in business improvement** and technology for governments, defense, healthcare, and education. Secure Cloud Computing, effective application modernization, shared services and securing systems have become pivotal as cultural changes and new streamlined processes become the norm. Big Data and open data are also highly relevant for our clients to improve their operational excellence.



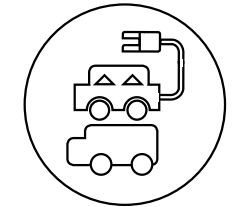
### Financial Services

**Atos supports the world's leading financial services organizations globally.** Our mission is to help our clients make distinctive, lasting, and substantial improvements in their performance, delivering this through sharpening our clients operational performance now, and continuously improving their IT performance and agility into the future; enabling them to manage risk and ensuring compliance with changing regulations, across multiple geographies. In the world of the connected customer, we provide the banking and insurance sectors with end-to-end smart solutions to attract and engage customers across multiple channels, understand them more intimately and respond quicker, thereby building reputation and loyalty.



### Telcos, Media & Utilities

**Across telecommunications, media, energy and utilities sectors,** operators face the challenges of increased competition, deregulation, consolidation and disruptive technologies. Within this context, the pressure is on to establish new business models to maintain leading market positions or increase market share. Using IT to transform customers' operations, Atos helps them to increase their agility while reducing their costs. Atos powers progress for its clients by accelerating and securing the adoption of transformational technologies, such as data-centric approaches in telecommunications, multi-channel and interactive media delivery, and smart grid systems for utilities.



### Manufacturing, Retail & Transportation

**Atos helps enterprises to transform and optimize their business processes** and support infrastructure in the digital economy. In the manufacturing sector we design, build and run solutions covering the entire value chain for an integrated enterprise so that our customers can run their businesses at any time and anywhere. Our business enabling IT solutions include strong focus on Enterprise Resource Planning and Manufacturing Execution Systems and drive improvements in Product Lifecycle Management and CRM. We enable our Retail customers to meet the challenges presented by the increasingly empowered consumer. Our omnichannel and payment solutions help our clients to understand and address their customers via all available channels (Online, Store, Call Desk) in the most efficient manner.

## Operational excellence

# Customer value at the heart of our operations

**Atos remains focused on the continuous improvement of its operations, enabling it to create increasing value for its customers and its shareholders.**

In the last five years, Atos has launched a series of programs that have resulted in greater productivity, higher levels of efficiency, and improved customer satisfaction. Between 2008 and 2013, the total operational performance (TOP) and TOP<sup>2</sup> programs helped Atos secure its position as one of the world's leading IT companies and successfully complete the integration of Siemens IT Solutions and Services. As part of its bid to become a Tier 1 company and the preferred European global IT brand, in 2013 Atos launched the Tier One program which forms the cornerstone of the company's three-year plan to 2016. Tier One is designed to help Atos reduce its cost base and improve its efficiency. Rolling out the program across key areas of the Group will ensure that Atos sustains its position as a global IT services leader, with higher levels of customer satisfaction translating into revenue growth and margin expansion. Tier One builds on the success of the TOP and TOP<sup>2</sup> programs, while reinforcing our focus on the quality of service delivery to customers. By improving levels of customer satisfaction and creating greater value for its clients, Atos will be able to win more projects, book more revenue and increase its share of the IT services market.

### Customer satisfaction

**As a core element of Tier One, Atos has started to intensify its dialogue with its customers** and reinforce customer communications. Atos believes that it is not enough to rely on Service Level Agreements to assess the quality of its service, and it has therefore taken proactive measures to ensure that it is creating maximum value for its customers. A series of customer surveys were launched in 2013 to assess customer satisfaction on a regular basis. These will be supported by customer action plans that aim to improve service delivery and perception when any problems are identified. Atos has also initiated a zero incident program within Tier One, which aims to improve service quality.

### Catalyst for continuous improvement

**Within Atos itself, one of the key initiatives of Tier One is the End-to-End program**, which is designed to improve the efficiency of the company's processes transversally, considering the value chain with an end-to-end approach. End-to-End represents the next stage of the Lean program, in which more than 33,000 people at Atos have participated and which has increased productivity across the organization. While maintaining Lean's focus on costs and efficiency, End-to-End eliminates unnecessary steps and procedures, placing customer service at the heart of Atos' drive to improve its processes. To ensure the highest quality and most efficient services, Atos has also communicated its mission for operational excellence to its partners and suppliers who are encouraged to find innovative ways to improve their own cost bases. With Tier One and its programs, Atos is streamlining processes across the organization, responding to customer requests more quickly and more efficiently, reducing the lifecycle time of all processes and removing the potential for mistakes in unnecessarily complex procedures.



**“We will deliver customer requests more quickly and will get things right first time.** This will lead to greater customer satisfaction and growth as well as a significant increase in productivity.”

### Charles Dehelly

Senior Executive Vice President,  
Global Operations, Atos Group

## Transformation programs

**Atos has launched a series of programs that have resulted in greater productivity, higher levels of efficiency, and improved customer satisfaction.**

### Tier One



#### Atos' continuous productivity improvement program

was rolled out across 13 work streams in 2013. Over the next three years, Atos will seek to achieve strong customer satisfaction through operational excellence in the form of highly efficient and innovative processes leading, for example, to reduced lead times and reduced workloads.

### End-to-End



#### Atos is deploying End-to-End across its Managed Services

and Systems Integration service lines as well as to functions such as Human Resources and Finances, eliminating silos and bottlenecks in the business, and optimizing customer service. By applying End-to-End to the sales lifecycle in 2013, Atos has been able to drastically reduce the

number of steps needed between identifying an opportunity in the market and signing a contract with the customer. Atos has also deployed the End-to-End approach to reduce the time taken between completing service delivery for the customer and receiving payment.

### eXpand



#### In parallel to the implementation of Tier One,

the eXpand program aims to improve the company's topline performance and ensure that Atos creates a sustainable and growing flow of revenue. As part of eXpand, Atos has reviewed and improved the management of its sales force and is implementing measures

to improve its win rate and strategically plan for contract renewals with its customers.



Corporate responsibility

# Leading by example

Atos is widely credited with the highest standards for its pioneering efforts in corporate responsibility and sustainability. For its customers, Atos has developed a series of sustainable offerings, including its pioneering carbon neutral hosting services.

Corporate responsibility

# 55%

Reduction of Atos global carbon footprint between 2009 and 2013 (2008 baseline)

Best-in-class in corporate sustainability

In 2013, Atos was awarded the Global Reporting Initiative (GRI) A+ qualification for sustainability reporting, for the third year in a row, making Atos part of the top 15% of companies assessed by the GRI worldwide. The company also entered the Dow Jones Sustainability Index World in 2013, demonstrating its continued leadership in corporate responsibility worldwide. Its comprehensive and effective approach to sustainable business was also strongly confirmed in 2013 reports by industry analysts such as Gartner and Verdantix. Essentially a people business, the Group aims to be the global employer of choice. As part of its Wellbeing@work program, Great Place to Work initiatives operate in each of Atos country operations. In 2013, Atos workplaces in Austria, Poland and Turkey were recognized by the Great Place to Work Institute as best workplaces.

Commitment to improve energy efficiency

Energy management and carbon reductions remain a priority for sustainability management at Atos and with its customers. In 2013 Atos entered the Carbon Disclosure Project thus demonstrating the effectiveness of its commitment to fight against climate change and moving towards becoming a zero carbon company. The company's recognition in this area reflects the actions during 2013 to make its datacenters more environmentally friendly. We continue our efforts to reduce the energy efficiency indicator to an average of 17. In addition to a program of renewal and transformation combining consolidation

of datacenters, we have increasingly used carbon-free energy sources by implementing new tools such as Data Center Infrastructure Management (DCIM), jointly developed with Siemens, and offsetting the remaining carbon emissions through the investment in a wind power farm in India. Between 2009 and 2013, we reduced our global carbon footprint by 55% (2008 baseline), two years before the initial plan. We even overachieved our goal by 5 bps. In 2013, Atos extended its ambition to an additional 50% reduction by 2015, henceforth using the 2012 baseline. At the same time, the program of ISO 14001 certification, which already covers more than half of Atos' 100 target sites around the world, will help strengthen the environmental performance of its operations. Through its Smart Campus concept, Atos has established a new working environment which incorporates key elements designed to reduce the environmental footprint of its employees. This concept has embraced a move towards social collaborative ways of working and the development of environmental friendly mode of transport (eg. train instead of airplane, Atos electric car fleet).



Enterprise sustainability

Atos is committed to being a long-term partner to its clients on their journey to environmental and social excellence. It has developed a complete portfolio of innovative offerings to help its customers meet their sustainable challenge (optimization of resources management) while optimizing their performance, becoming

more sustainable, collaborative and adaptive organizations. Atos has reinforced its partnership with members of its ecosystem (in particular Siemens and SAP) to provide customers with innovative sustainability solutions which include a datacenter infrastructure management tool, universal

tooling solutions, sustainability performance management analytics and its Smart Campus concept. In 2013, Atos' leadership position in developing sustainable IT service solutions was recognized by the Asia Pacific IAIR awards for excellence in global economy and sustainability.

Corporate responsibility



Sustainability as a way of life at Atos

As part of its global strategy for corporate social responsibility, in 2013 Atos took further action to embed sustainability in the company's DNA, at all levels of the organization. To reinforce the engagement of its top managers with sustainability, Atos added a number of sustainability performance indicators to its share incentive plans. To ensure that the company's global focus on sustainability is actively endorsed by local teams worldwide, Atos has developed sustainability awareness, training and a worldwide collaborative community for all its employees.

To establish a culture of permanent social dialogue in the company, Atos formed a committee in 2013 with four representatives from the European Work Council of Atos SE to discuss strategic topics, better deepening the organization's commitment to corporate responsibility and helping to integrate sustainability at the heart of the company's structure. The company's objectives for corporate responsibility were presented to investors and financial analysts in November 2013 as an integral part of the Group's action plan for the next three years.



## Ecosystem

# Global strategic partnerships with technology leaders

**Atos has developed an ecosystem of business alliances and partnerships with many of the world's leading companies whose strength in regions such as Asia, Europe and North America allows Atos to expand its reach in new and targeted areas of the world.**

### → Siemens

The alliance between Atos and Siemens was launched in July 2011, as an integral part of the transaction between both groups to combine their IT solutions and services resources. As innovation is key to the development of the alliance, Siemens and Atos have established a €100 million joint investment fund. The fund focuses on the development of new and unique joint capabilities that the companies will jointly bring to market, in areas such as Big Data and the Cloud. Atos and Siemens work in many areas together, ranging from healthcare to energy, and from automation to smart cities. The shared aspiration is to leverage and enhance sale cooperation, and the strategic alliance has now established a specific go-to-market taskforce which develops new businesses and seeks to strengthen business opportunities in specific countries around the world.

### → Enhanced Alliance

The Enhanced Alliance is a partnership of four leading technology companies. Atos collaborates closely in this alliance with EMC<sup>2</sup>, the global leader in storage and security, VMware, the number one in virtualization and Cloud infrastructure software, and VCE, the leader in converged Cloud infrastructure systems. The Enhanced Alliance forms a seamless business technology ecosystem that offers real business transformation by combining innovative

technology with top quality services, delivered by four of the world's most influential IT organizations. This is an ecosystem with a difference: it streamlines and optimizes a customer's access to the combined technologies and services that will power business growth in the future. All four members are aligned, committed and have invested significantly in their ability to create value together. The close working relationships that have developed through this alliance translate directly into key benefits for clients. The Enhanced Alliance's solutions provide clients with the most direct route to business transformation and technological innovation. Clients are the 'fifth member' of the Enhanced Alliance and are at the center of this exciting business technology ecosystem.

### → International Olympic Committee

**Atos is the Worldwide IT Partner for the International Olympic Committee (IOC).**

The company has supported the Olympic Games since 2001 and the Olympic Movement relies on Atos to deliver flawless IT operations. This includes managing and securing the IT systems and integrating the people, processes and technology. Since Salt Lake City in 2002, Atos has been integral to making every Winter and Summer Olympic Games a success, as was the case in the recent 2014 Sochi Olympic Winter Games. In 2013, the IOC renewed the contract until 2024.

### → International Paralympic Committee

In 2013, Atos signed a contract extension with the International Paralympic Committee (IPC) to be its Worldwide Paralympic IT Partner through to the end of 2016. As they have done since 2002, Atos Business Technologists will continue to provide the same high level technology expertise and support for over 20 other major para-sport events, such as the Swimming and Athletics World Championships.

### → Microsoft

Atos and Microsoft have been partners for over 20 years helping mutual customers achieve benefits from world-class software based on the Windows platform. As a 'Microsoft Gold Partner', Atos offers outstanding consulting and implementation quality with regard to Microsoft technologies. With over 5,700 certifications, Atos has the resources to successfully carry out large-scale projects based on Microsoft technologies. Atos has joined forces with Microsoft to create Anytime Communication & Collaboration Cloud, a unified, secure Cloud solution based on Microsoft Exchange, Lync and SharePoint.



**“This culture of partnership** is something that we have built month after month over the past five years and will be maintained.”

**Francis Meston**

Head of Consulting & Systems Integration, Atos Group

### → Oracle

Since the mid-1990s, Atos and Oracle have successfully implemented more than 250 projects together. The alliance combines the strength of Oracle's applications and technology together with Atos' expertise in Consulting, Systems Integration and Managed Services. As the all-inclusive service provider for Oracle, Atos has expertise and accreditation across the complete spectrum of applications, technologies and associated services. In 2013 Atos and Oracle launched the Extreme Performance Computing environment initiative, a unique high performance computing solution, created by Atos, with Oracle Engineered Systems at its core which delivers dramatically faster data processing, increasing flexibility and agility.

### → Samsung

**In June 2013, Atos and Samsung celebrated the agreement of a global partnership.**

The two partners will jointly develop and market advanced IT solutions for B2B markets: the portfolio includes digital signage, tablets for connected vehicles, end user mobile computing and mobile solutions. Atos will ensure that customers in retail, banking, automotive and public services realize the benefits of Samsung's innovative technology. The partnership was extended in 2013 to cover solutions for pharmaceutical, payments and joint activities in relation to the Olympics.

### → SAP

Atos has also been a privileged partner of SAP almost from day one. For more than 30 years, Atos and SAP, have been working together to create business value for customers around the globe, making this one of the most longstanding partnerships in IT today. Atos provides support to over 1.3 million SAP end-users and its cooperation with SAP covers SAP Business Process Solutions and SAP Industry Solutions. Atos with SAP is at the forefront of Big Data with SAP Hana solutions and mobility.

### → Yonyou

Atos has also formed a vital partnership with Yonyou, the Chinese leader in management software solutions and Cloud services in Asia-Pacific. Atos and Yonyou are leveraging their complementary strengths and expertise to address the growing Cloud market in Asia Pacific. The partners are focusing on the private Cloud market in China and the public Cloud for the rest of Asia Pacific, and are developing new integrated manufacturing solutions for the Chinese market.



**“We have developed a very strong culture of alliance in the Company.** We believe that it is critical to have shared access to the R&D spend of our partners.”

**Eric Grall**

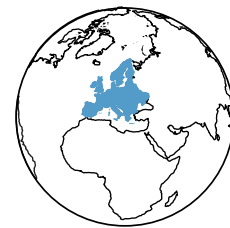
Head of Managed Services, Atos Group

## International presence

# Positioned for growth

## Atos operates in 52 countries around the world.

Employee breakdown by country as at December 31, 2013



**13,200**  
**France**

**10,400**  
**UK & Ireland**

Ireland  
United Kingdom

**9,800**  
**Germany**

**5,400**  
**Iberia**

Andorra  
Portugal  
Spain

**8,200**  
**Benelux & the Nordics**

Belgium  
Denmark  
Estonia  
Finland  
Luxembourg  
Sweden  
The Netherlands

**8,300**  
**Central & Eastern Europe**

Austria  
Bulgaria  
Croatia  
Czech Republic  
Hungary  
Italy  
Poland  
Romania  
Russia  
Serbia  
Slovakia  
Switzerland  
Turkey



**4,200**  
**Asia Pacific**

Australia  
China  
Hong Kong  
Indonesia  
Japan  
Malaysia  
New Zealand  
Philippines  
Singapore  
Taiwan  
Thailand



**9,900**  
**India, Middle East & Africa**

Egypt  
India  
Morocco  
Qatar  
Saudi Arabia  
South Africa  
United Arab Emirates



**3,900**  
**North America**

Canada  
USA

**3,000**  
**Latin America**

Argentina  
Brazil  
Chile  
Colombia  
Mexico

## A strong foothold in North America

**Atos continues to expand its business in large, growing economies where there is increasing demand** for business technology services. In North America, over the next three years Atos plans to double the size of its business, through organic growth and acquisitions. With a number of major contracts in the US in hand, including contracts with blue-chip organizations such as McGraw-Hill and Morgan Stanley, Atos is highly focused on developing its customer base in the world's largest IT services market.

Currently, annual revenues from the US represent around 7% of global revenue at Atos. Based on a major effort in business development, and leveraging existing contracts with large US corporates, Atos expects this proportion to rise significantly. By 2016, it forecasts that it will generate approximately €1.2 billion of revenues in the US compared to €607 million in 2013.



**“We will grow** our position in the US and acquisitions will play a part in achieving our revenue targets for the geography.”

**John Evers**  
Head of North America, Atos Group

## Increasing market share in Asia Pacific

**Atos is also accelerating its expansion in the major emerging markets. With the recent strategic partnership with Yonyou and acquisition of WindowLogic,** Atos will continue to enhance its position among the leading providers of IT solutions and services across Asia Pacific. With our global and regional partners, we will address the Cloud market in Asia Pacific targeting in priority the private Cloud market in China and the public Cloud for the rest of Asia Pacific. These strategies will drive an annual projected growth of 10% in the next three years.



**“We will continue to leverage our global accounts, and target specific market segments** where Atos can add greater value to the business of our customers in order to generate continuous business growth.”

**Herbie Leung**  
Head of Asia Pacific, Atos Group





# Atos, at the core of life today

**Atos**



**Applying our leading-edge technology solutions,  
Atos Business Technologists played a central role in  
transforming our clients' business operations in 2013.**

Atos Business Technologists apply their deep understanding of industry market sectors and strong engineering expertise to make their customers firms of the future.

In 2013 Atos concluded business deals across a range of sectors, all driven by the ambition we share with our clients for progress through operational excellence.

Atos helps its clients transform their businesses and customer relationships through the application of leading-edge technologies and solutions like Canopy Cloud, Social collaboration, Big Data and Analytics, Connected life and Payments.



**People**

# Individuals creating inspired solutions together Business Technologists



## **People**

**Individuals creating  
inspired solutions  
together**

Business Technologists

**p. 21 to 28**



## **Business**

**When today's success  
inspires tomorrow's  
progress**

2013 deals

**p. 29 to 34**



## **Technology**

**Making a difference  
to people's lives**

Leading-edge  
solutions

**p. 35 to 47**

# Our Business Technologists, going the extra mile

**For Atos, the world has moved beyond Information Technology, into a new realm called Business Technology.** Atos Business Technologists bring together business and technology, partners and people to deliver sustainable value for customers and society. Based on their passion for technology and their own personal dedication, Business Technologists interpret their customers' needs and go the extra mile to deliver unique and innovative ideas for solutions that power progress.

## Talent hotspot

A strong culture of training and development at Atos means that the company can draw on a huge pool of over 76,300 talented and committed people who are inspired by the company's values and share its vision of shaping the future of IT and business. Through its Talent management programs Atos ensures it plays a leadership role in responding to changes in the business environment by nurturing its professionals to develop from being IT experts to Business Technologists. Continuing Talent development is of premium importance for Atos. The company runs a series of programs, sponsored by the Executive Committee, that are designed to help individuals reach their potential in each phase of their career. Every year, management teams identify their pool of Talents, with suggestions for future positions and corresponding options to accelerate their career paths in the short and long-term. The succession plan proposals are reviewed at senior management level in order to select candidates for the Group's Talent development program. Each year, 40 young people are invited to join the Atos Juniors Group, an international, cross-functional network, to participate in a dedicated curriculum which includes personal development sessions and involvement in exciting projects that contribute to Atos' global business performance.



The GOLD for Experts members at the first session of this new program in November 2013.

In 2013, Atos launched the GOLD for Experts program, which provides a strategic development curriculum and career path for talented Business Technologists with expert profiles. In collaboration with the Universities of Cambridge and Paderborn, this program helps the Talents of tomorrow develop their expertise to define and implement innovative, end-to-end solutions for customers so that Atos continues to create value for its customers. Business Technologists also have free access to the vast catalogue of more than 6,000 online courses developed by Atos global Learning & Development practice and the Atos University.

## Recognition for GOLD for Managers

The successful Atos GOLD for Managers program, an international Talent development initiative that is delivered in partnership with leading business school HEC Paris, has been running for more than three years. It targets Atos' top talented managers. Since its launch, over 50% of participants have been promoted into higher senior-level positions within one year of the course. In 2013, the GOLD for Managers Program won the EFMD Excellence in Practice award, in the Talent development category.

## Collaborative environment

Atos believes in giving its people the flexibility they need to develop their abilities and carry out their tasks in an inspiring and collaborative working environment. Through its global Wellbeing@work program, Atos concentrates its efforts to shape the workplace of the future, for its customers and internally at the company. Wellbeing@work forms the centerpiece of the company's strategy for supporting its Business Technologists and being recognized as a great place to work. Award schemes at Atos recognize individuals and teams, and also develop the entrepreneurial and collaborative spirit so distinctive of Atos Business Technologists. In 2013, the Success Story Awards, which are part of the Wellbeing@work program, recognized eight enthusiastic teams of talented Business Technologists who have successfully delivered key customer projects. These teams were feted at an awards ceremony with prizes, trophies and certificates. The global Accolade scheme also proved to be an effective tool in recognizing and rewarding employees for their outstanding contributions to customer projects as well as for achievements within Atos. A new Wellbeing@work development in 2013 was the launch of Home to Swap, which facilitates home swaps between Atos employees in up to 52 countries.

## Creating value for all

### For Clients



#### The Atos Wellbeing@work Council and Scientific Community members

are active think tanks developing innovative ideas and project proposals to ensure Atos and its clients stay one step ahead of change.

They are involved in the Ascent - Thought Leadership program from Atos that provide in-depth analyzes of the emerging technology trends.

### For Atos



#### In line with its Zero email™ program,

there are now over 5,000 active communities in blueKiwi, the Atos social media enterprise platform, which encourages employees to organize, process and

share information in a smarter way while reducing the usage of internal emails in line with the company's Zero email™ ambition.

### For Society



#### The theme of the Atos IT Challenge in 2013 was Connected Cars.

Fifty-five entries from teams of IT Talents from universities around the world developed innovative context aware applications

designed specifically for connected cars, that can be used anywhere, anytime and on any device to add value to a business or an individual.





### **Mélanie de Vigan** Portfolio Manager, Managed Services, France

I have been working for almost 15 years in IT. I am a mother of two young daughters, which requires lots of energy, and at the same time, it makes it easier to put things into perspective.

#### **For Clients**

“My goal is to understand our customers' challenges and to help them generate new business revenue. Our user-centric workplace portfolio, which covers end-user computing and enterprise mobility together, assists in this transformation.”

#### **For Atos**

“My main role is to make sure that we are ready to design, build, and run our enhanced and expanded Managed Services offerings in France launched in 2013. These include Extreme Performance Computing environment, Anytime suite, and Total Application Performance Management. My goal is to empower the organization and make sure every one of our team gives their best to make us progress globally.”

#### **For Society**

“As a member of the Atos Scientific Community, I am looking at data privacy issues, identifying trends and challenges. We are defining how Atos can make the change and provide added value by delivering sufficient protection on personal data.”



### **Srinivas Sayani** Distributed Delivery Manager, Systems Integration, India

My experience in IT service delivery and program management extends to a variety of industry sectors, especially in leading large-scale, mission-critical software projects with teams across multiple locations. Like most Indians I'm also passionate about cricket!

#### **For Clients**

“Applying our business knowledge and our technology expertise, we work closely with our customers to support them in transforming their IT landscape into a flexible architecture, enabling them to fulfill their business requirements faster and to achieve a more competitive underlying cost structure.”

#### **For Atos**

“By mentoring our teams, sharing our business and technology expertise and helping to build a successful working environment where people contribute to the best of their abilities, I can help build value for Atos and contribute to future business growth.”

#### **For Society**

“At Atos, we understand the importance of thinking beyond business and contributing to a better society. Atos India volunteers for and works with many organizations in India to support vulnerable people in areas such as health, education and community development.”





**Mike Atkinson**  
**Head of Knowledge Management and Collaboration, UK & Ireland**

After three decades of working with IT, I'm still inspired by its myriad possibilities and endless innovation. Most of all, I'm driven by technology's ability to help humans connect and achieve more collectively.

**For Clients**

“In my role as leader of knowledge management and collaboration at Atos, my task is to ensure that everything we know can be applied to everything we do. Our clients don't just want individuals; they come to us for our collective capability.”

**For Atos**

“Our employees need to be able to work with each other and with people from other organizations. Helping people to use the best technologies for every collaborative need maximizes our productivity and stakeholder satisfaction.”

**For Society**

“Atos powers countless public services and helps private companies to contribute to society through a plethora of products and services. In all these cases, and in our own corporate social responsibility activities, effective collaboration underpins our delivery.”



**Mira Hofman**  
**Management Consultant, Atos Consulting, Germany**

My studies in international management have proved to be a useful grounding for my current work in management consulting. My recent professional experience in the IT services sector includes working with clients to develop new business models and managing essential work streams during software rollouts.

**For Clients**

“My personal responsibility is to keep delivering value for our clients in the future. IT offers numerous possibilities to support our clients' business and to facilitate change. My main objective is to present our clients with the highest possible business value.”

**For Atos**

“Being a successful Business Technologist requires not only an outstanding performance at all times but also having a solid foundation from which to start. By integrating my experience, I can help facilitate continuous improvement at Atos.”

**For Society**

“Our IT solutions offer a wealth of possibilities so that our clients can bring positive impacts to their businesses, their stakeholders and by extension, to society as a whole.”

## Discussion

# DNA of a Business Technologist



**Atos has a distinctive term for referring to its people – as Business Technologists. How would you describe a Business Technologist?**

**Patrick Adiba (on the right):** For Atos, a Business Technologist is someone who has an end-to-end vision to share with customers, someone who is able to play the role of trusted advisor and to deliver solutions that help our clients gain competitive advantage. We expect our Business Technologists to contribute to the development of the society in which they live and to be thinking about innovative solutions that can drive progress in the world.

**The world is indeed changing. How does Atos prepare its Business Technologists for the future?**

**Marc Meyer (on the left):** We believe managers and experts have a key role in developing our Business Technologists for the future. We now include People Development objectives in the scorecards of all our managers so that this is considered integral to their core roles. Across the Atos Group we have Atos University and a series of development programs dedicated to nurturing our Talents. Our Juniors Group trains young professionals with potential, we have an award-winning GOLD for Managers program which we run with HEC Paris, Europe's leading business school, and in 2013 we launched our GOLD for Experts program in cooperation with the Institute for Manufacturing Education and Consultancy Services of Cambridge University and the Department for Computer Science of Paderborn University. The carefully devised program comprises three week-long modules, combining technological knowledge, business strategies and human insight.

**“A successful team includes a strong mix of culture, background and expertise, all working together.”**

**Marc Meyer**

Head of Talents & Communications, Atos Group

**“A Business Technologist has an end-to-end vision to share with customers.”**

**Patrick Adiba**

Head of Human Resources, Olympics and Major Events, Atos Group

**How exactly do you spot Talent?**

**Marc Meyer:** Talents are top performers who make things happen. Our philosophy is to select a Talent based on what she or he does, not on what she or he is. While hard work may be critical, getting the results is even more important. Talents are usually people with high potential for growth, or key experts who are critical to ensure business continuity.

**Patrick Adiba:** Yes, they are entrepreneurs who think strategically and manage execution excellence. They are fundamentally team players. We want them to be committed to our values and to be able to help Atos and its customers to move business to new frontiers and growth.

**Marc Meyer:** To ensure we are aligned with Atos business strategy, we have defined Talent profiles and selection criteria which are applied across the Group. Our management teams use these selection criteria as part of a Talent review and succession planning exercise conducted every year and discussed with top management. Our goal at Atos is to help Talents bring out the best in themselves.

**Patrick Adiba:** Over the last years, Atos has positioned itself as a Tier 1 company with strong growth ambitions, and this presents significant opportunities for Talent development. Our Talent management approach aims to be modern and transparent so that every individual has the opportunity to position themselves as a Talent during the course of their career with Atos.

**How does Atos build its successful Business Technologist teams?**

**Patrick Adiba:** We look for the best people to create the best teams! Collaboration is critical to success and for this reason one of the criteria we use to select Talents amongst our high potential managers is the ability to create winning teams, and for key contributors to transfer knowledge to team members.

**Marc Meyer:** Successful teams include a strong mix of team members from different cultures, backgrounds and expertise who together can deliver an end-to-end vision and solutions for customers, ranging from infrastructure to applications and functional systems. Critical for success is for the team to effectively leverage this diversity, and to communicate and collaborate well.



## Business

# When today's success inspires tomorrow's progress

## 2013 deals



CUSTOMER: **Samsung Electronics****SUCCESS****Samsung:  
IT for BtoB**

**Following a landmark agreement with Samsung Electronics in 2013**, Atos is developing advanced Business to Business (BtoB) offerings for large enterprises and the public sector.

The strategic agreement targets solutions in areas including end-to-end retail technology, digital signage, connected vehicles, end user Cloud Computing and mobility solutions, leveraging Atos' industry leading integration capabilities and Samsung's innovative technology.

Atos and Samsung will combine consumer technology with enterprise computing applications and technology such as mobility, display, Big Data and security. Based on its worldwide infrastructure and know-how in IT services, Atos will integrate and deliver solutions that will help customers in retail, banking, automotive and public services realize the benefits of Samsung's innovative technology. For Atos, the cooperation with Samsung supports its vision of the next IT revolution that will transform the way enterprises leverage and consume IT. Big Data, Mobility and Cloud services represent significant

opportunities for customers. The cooperation will allow Atos to offer its clients cutting edge solutions and services that benefit from the most advanced consumer trends.

**Atos believes that mobility and consumer electronics are radically changing the world of IT and are enabling new ways of working and selling**, by improving the customer experience in a connected world.

The innovative solutions that Atos plans to launch, with enterprise-grade services following this strategic agreement with Samsung, will build on the joint capabilities of the two companies, offering clients the very best one-stop-shop services.

**PROGRESS****End-to-end services  
and solutions**

**The partnership between Atos and Samsung will bring to market a portfolio of end-to-end services and solutions for a wide range of sectors. For example, retailers will benefit from smart solutions such as data-driven shopper engagement technology that provides a unique in-store experience. Car dealers will be able to offer consumers the ability to smoothly integrate their own tablet and display devices in the vehicle. Large enterprises and Public Administration work environments will be transformed through secured end-user environments and BYOD (Bring Your Own Device) solutions which facilitate the integration of tablets, mobile and light desktop in the overall infrastructure.**

CUSTOMER: **Renault****SUCCESS****Connected Car  
innovation for Renault**

**In 2013, Worldline successfully implemented the Renault R-Link Cloud services platform**, enabling Renault to offer secure shopping from the car, using the R-Link tablet now available in a number of Renault models.

Renault R-Link is an integrated and connected multimedia system which is specifically designed for use in a vehicle. It is easy to navigate thanks to a large touch screen and an applications store open to external partners, so that it can constantly be kept up to date. The system's ergonomics and features have been designed to make Renault R-Link the most secure system on the market for the driver and for the vehicle. Atos is a long standing partner of Renault and is proud to support the development of the R-Link project, which aims to improve the experience of the driver and customer relations by implementing new contextual mobility services.

With R-Link, Renault aims to offer customers not only the car that suits them, but also the most cutting edge, personalized and interactive services, at the best price, creating

a global partner ecosystem with a winning business model.

**Worldline, thanks to its capacity for worldwide deployment in the Cloud and pay-per-use**, has been able to make this ambition a reality for Renault, drawing on its expertise in the field of service platforms, contextual mobility, M2M and Connected Machines, e-commerce and payments. For Atos, mobility is a strategic investment area. Atos is focused on helping customers in all areas transform contextual mobility services into a direct and sustainable competitive advantage, which opens up new possibilities for all business sectors.

**PROGRESS****Recognition  
in the market**

**Atos and Renault are recognized in the market and by investment analysts as major players in the fields of mobility and connected cars in Europe and worldwide. In June 2013, Worldline was awarded the annual Innovation Trophy for R-Link by the Renault-Nissan purchasing organization in respect of this innovation which positions Renault to remain at the forefront of the automotive industry. In-depth knowledge and experience of the automobile market were key factors for the selection of Worldline which has been able to demonstrate its capacity to mobilize its professional and technological skills to meet the tight program deadlines to date.**



CUSTOMER: **NS&I**



**Jane Platt,**  
Chief Executive Officer, NS&I



SUCCESS

Managed Services in the UK

In 2013, NS&I, the savings organization backed by the UK Treasury, awarded Atos an outsourcing contract to deliver customer-facing and back office services to NS&I's 25 million customers.

NS&I is one of the largest savings organizations in the UK and the new contract aims to deliver many benefits to NS&I's customers. A key area is the focus on digital channels, meaning NS&I and Atos will help customers make the switch to digital. NS&I has grown its direct sales channels for a number of years and this new contract will deliver significant improvements to them. This will include the addition of a mobile-optimized website and apps; web chat and co-browsing that can help to guide customers through the website. Just as important is the focus on further improving the current online experience to ensure customers will find managing their money online with NS&I as simple and straightforward as possible.

Bringing its vast experience in this area as well as its in-depth knowledge of the needs of the business, Atos will develop user-friendly digital channels so that NS&I can keep pace with emerging technologies to ensure a truly customer focused service for its millions of customers across the UK.

PROGRESS

Cost savings

NS&I first outsourced its operations to Siemens Business Services in 1999 which was subsequently acquired by Atos in 2011. This outsourcing contract is estimated on a 'like-for-like' basis, stripping out the impact of growth and inflation, to have reduced NS&I's core operating costs by 55% - equating to some £530 million in cost savings. In 2011 NS&I began a formal re-tender for this contract and in February 2012 shortlisted three suppliers. Following an extremely thorough tender process the contract was awarded to Atos. Over the course of the next seven years the new contract will bring savings of more than £400 million by increasing customer use of direct sales channels, improvements in technology and processes which deliver cost savings, and supporting the growth of NS&I's leveraging activity.

CUSTOMER: **Siemens**



“I support the business alliance between Siemens and Atos. It has created one of the largest strategic relationships ever between a global industrial company and a global IT provider.”

**Joe Kaeser**  
Chairman & Chief Executive Officer Siemens AG



SUCCESS

A global business alliance of technology powerhouses

Siemens and Atos joined forces in a worldwide strategic alliance aimed at delivering added value to customers. Both companies share a mutual culture of strategic technology partnership and innovation, which serves as the solid foundation of this worldwide unique relationship. In this alliance, Atos not only acts as a supplier for Siemens through the largest global long-term IT partnership in the IT services market but also as a strategic partner through their global business alliance.

Siemens counts on the service competence of Atos. Atos is the preferred provider of Siemens for systems integration, managed services and consulting services. In terms of scale, the core IT services contract between Atos and Siemens is one of the largest global long-term IT contracts in place today. The best way to appreciate the full extent of the IT partnership with Siemens is to see it with regard to the business critical projects that are underway or have been delivered. For example, Atos is supporting Siemens' vision of a truly connected, flexible and technology enabled mobile workforce by implementing innovative services in the areas of Virtualization, Mobility, Collaboration and Workplace.

“Partnering is a key enabler for growth in the Siemens IT Businesses”, stated Gerhard Fohringer, Siemens AG, Vice President, Strategic IT Coordination. Through the global business alliance, Atos and Siemens are opening a multitude of new business and development opportunities to shape the future of IT in areas like industry, healthcare, energy, mobility and datacenters, notably through the joint investment fund of €100 million.

In 2013, both companies successfully demonstrated the added value for their customers in Poland, for example, where they are jointly supplying an intelligent transportation system for the city of Poznan, as well as in Turkmenistan, where they have implemented joint solutions for the Ashgabat Olympic Village. Atos and Siemens also won the 2013 Economy Award for Best Industrial Cooperation. The prize was awarded by the Franco-German Chamber of Commerce for their joint innovative solution in Road Transport.

PROGRESS

Strategic technology collaborations

The global IT partnership between Siemens IT and Atos enables both companies to achieve their respective goals in a long-term relationship. Both partners strive for high quality and continuous improvement, transparency, enduring reliability as well as value creating innovation to benefit their business mandate. Atos, for example, is demonstrating IT cost-effectiveness and is accompanying Siemens on their journey to the Cloud and into the world of Big Data. Moving forward, the global business alliance between Atos and Siemens is expanding its reach and seeks to continuously provide increased value of the combined strengths to joint customers. The two companies are already collaborating across the globe, including and beyond their traditional European power bases. So far the alliance has achieved significant joint order intake through customer projects across industries. In addition a considerable part of the €100 million joint investment fund is allocated to collaboration projects, fueling innovative technology collaborations.



### Smart gas meters in France

**Atos Worldgrid has signed a three-year contract for managing the overall integration of the GrDF gas smart meters program in France**, the world's largest deployment of smart gas meters. The roll-out of the smart meters will begin in 2015, with completion expected by 2022. The meters will provide GrDF customers with real time knowledge of their exact energy consumption, enabling them to monitor and control their energy bills more effectively.



### Atos signs 5-year outsourcing contract with Givaudan

**Atos will provide a tailored solution to support Givaudan**, world leader in the fragrance and perfume industry, in using its information systems as part of its strategy to consolidate its leading market position. Over the next five years, Atos will develop the operations of Givaudan's central information infrastructures and systems, taking responsibility for supervision, administration, operation and maintenance of IT production services. Operating from service centers in Switzerland, France and Poland, Atos Business Technologists will also provide expertise in major transformation and outsourcing projects, industrialization and specific methodology for continuous improvement.



### Private Cloud for Hong Kong Government

**The Office of the Government Chief Information Officer in Hong Kong** has awarded Atos a seven-year contract to implement and operate the Government's vision for GovCloud, to transform the level of efficiency and the way IT is delivered. GovCloud is a large-scale central IT infrastructure for hosting e-government services for shared use by bureaus and departments. Under this contract, Atos will provide a range of services covering project management, system implementation and integration, operations management and datacenter hosting for the Hong Kong Government. GovCloud is the Government's first major private Cloud initiative, and it will bring new levels of cost-savings, time saving and agility in meeting rising public expectations for e-government services.



### Supercomputer in Spain

**The Institute for Technology and Renewable Energy (ITER) in Tenerife, Spain, has awarded Atos the contract to build and sustainably operate a new Supercomputer named Teide HPC.** The Teide-HPC will be the second most powerful supercomputer installed in Spain, with 1,100 Nodes, 35,200 GB Ram memory, 700 TB storage capacity and a peak Rmax performance of 350 TeraFlops, powered by renewable energy and included in the TOP500 and TOP500green. The capabilities of the new Supercomputer will be available to projects in the business, education and scientific communities. Teide HPC will be home to the Helix Nebula, the EU-wide science Cloud developed to support the requirements of scientists through exploiting the considerable advantages of Cloud Computing based on European legislation.



### Merchant acquiring agreement with Diners Club

**A new relationship between Worldline and Diners Club International Ltd., a business unit of Discover Financial Services and part of the Discover Global Network**, was established in 2013 and will allow the acceptance of Diners Club, Discover and Network partners including BC Global Card from South Korea, DinaCard from Serbia and Rupay from India. Discover Global Network is the third largest payments network in the world with more than 25 million merchant acceptance locations and 1 million ATM and cash access locations across 185 countries and territories. Starting in 2014, Worldline is adding acceptance of all cards running on the Discover Global Network as a standard to its payment processing services portfolio, a welcome addition in today's market where card payments are increasing.



### IT infrastructure for Coriant's optical communication networks

**Through an outsourcing agreement**, Atos will support the growth of Coriant, a global supplier of leading optical transport solutions and software-defined, optical layer intelligence to fixed line and mobile network operators of Tier 1 networks, over the next four years. Atos will provide comprehensive IT infrastructure services including datacenter, network, workplace management and IT security services, offering flexibility and economies of scale.



## Technology

# Making a difference to people's lives

## Leading-edge solutions



# Canopy, the Atos Cloud

Technology: Canopy, the Atos Cloud



## Canopy Consulting

Canopy and the Cloud are transformational. They open the door to a whole new world of IT delivery and services. Canopy Consulting focuses on business objectives first to make the most of improved business agility and cost savings. They create transparency of IT costs and a long-term roadmap for Cloud adoption. Our teams have top-tier strategic consulting backgrounds and first-hand experience driving Cloud transformations. Canopy Consulting works closely with business and IT leaders, providing a structured approach to sustainable value creation, risk management, resource management and technology optimization.

## Canopy Infrastructure

Canopy IaaS (Infrastructure as a Service) provides a comprehensive range of secure and resilient managed Cloud and private Cloud platforms designed to meet the needs of enterprise customers. Leveraging the experience from successfully delivering the Olympics infrastructure, Canopy Infrastructure provides flexible solutions suitable for hosting production and business critical workloads without compromising security or compliance. Canopy also has proven experience in managing the transformation of business processes to the Cloud, allowing organizations to benefit from more flexible and agile ways of working.



**“We have established a clear European leader in Cloud Computing.** Our 1,300 staff and seven global delivery teams manage 79 petabytes of storage, close to 400,000 SaaS users and 8,000 virtual servers. We have the credibility and experience that our enterprise customers expect.”

**Jacques Pommeraud**  
Chief Executive Officer, Canopy



## Canopy Platform as a Service

Platform as a Service (PaaS) from Canopy delivers availability, scalability and agility on another level compared to a traditional IT infrastructure. This Cloud-based platform enables clients and Atos developers to develop, compose, distribute and deliver applications faster and cheaper. Through a standardized, shared environment, PaaS facilitates collaboration so organizations can make the most of their workforce's skills, wherever teams are based. With transparent, usage-based pricing, cost reductions are clear and easily realized with PaaS.

## Canopy Software as a Service

Canopy SaaS (Software as a Service) provides customers with ready to deploy solutions based on Tier 1 Independent Software Vendors' and Atos' own software, enabling them to add new capabilities in an accelerated fashion. The advantages of SaaS include a transparent and predictable cost of ownership and an ability to scale with the business. SaaS leads to major increases in productivity based on an intuitive user experience.



## Canopy & Security

Canopy's primary Cloud infrastructures are built from components supplied by VMware and EMC<sup>2</sup> - companies that build security into their products. Hosted in secure datacenters owned by Atos, Canopy's solutions security is based on recognized standards such as the information security standard ISO 27001 and the Cloud Security Alliance. What's more, our solutions are backed up with 24/7 security monitoring. Its European origin gives Canopy enhanced sensitivity to data protection matters, which are reflected in all its solution designs.



Technology: Canopy, the Atos Cloud



# Canopy

## Market adoption

**Canopy has consolidated its European lead in IaaS where it has a sizeable business,** and is now extending it with support for specific customer verticals and workloads, such as the virtual private Cloud solution, Helix Nebula, for the global scientific community. Canopy is industrializing its PaaS solution both as an integral part of the tools used by Atos Systems Integration, as well as a strategic platform provided on- or off-premises with private and hybrid environments to support Canopy's SaaS business, together with partner and customer application workloads.

**Having established a strong horizontal SaaS application portfolio with its Tier 1 software partners,** Canopy is leveraging that foundation and Atos' deep market expertise to develop compelling vertical offerings, starting with media, and government.

**Canopy Consulting accompanies clients** in bridging the gap between the value proposition of Cloud and the tangible benefits resulting from this transformation, bringing to bear business and technology expertise, and wide partner ecosystem including Canopy's own Cloud services. Each of these (IaaS, PaaS, SaaS, and Consulting) are experiencing strong growth, and are fully complimentary as they together provide customers with all they need to navigate their Cloud journey.

**Finally, Canopy is working closely with its equity and software partners to develop significant sales pipelines through joint go-to-market activities,** leading to significant successes particularly in its key markets of North America, United Kingdom & Ireland, Benelux & the Nordics, France, and Germany.



## Business impact

**With circa €280 million in pro forma revenue in 2013 and major client accounts around the world,** the Atos Cloud, Canopy, is a recognized European leader in enterprise and government Cloud.

In 2013, Canopy had 16 multi-million euro customer wins, and to date it has built its own infrastructure platforms in seven countries. Canopy provides 22 Cloud offerings.

Customers using the Cloud often face real issues affecting security, compliance, data sovereignty, service levels, and lock-in. Canopy delivers tangible benefits to its customers through its unique advantages: end-to-end consulting, deployment and operating capability as well as transformation expertise. In addition, Canopy, backed by Atos, has in-depth market expertise, including an intimate understanding of its customers' environments. Concretely, Canopy customers experience double digit reduction on cost of ownership and full capex avoidance. Canopy's offerings are packages with multiple variants so customers can choose whether to run solutions off- or on-premise to best meet their business needs, and also customize certain components.

**The Atos Cloud, Canopy,** is a recognized European leader in enterprise and government Cloud.

## Discussion

# Using the Cloud to bridge technology and business

**How did the Cloud market evolve over 2013?**

**Steve Chambers:** Our customers don't just want basic Cloud infrastructure services any more. They want a full palette of services covering the full spectrum of capabilities. There are a number of trends driving a real change in the market and repositioning the place of IT companies in the Cloud value chain. Atos, via Canopy, is in an excellent position to take advantage of those trends.

**What are the key trends you consider to be changing the Cloud Computing market?**

**Emmanuelle Morice:** There is a new generation of consumers and employees now that require anytime and anywhere access (device independent mobility) and instant gratification. Companies realize that they need to become social companies, using new technologies to adapt to this new generation. Enterprise IT is being driven by consumer trends. Companies are using Atos' Canopy Cloud offering to add new services quickly and drive business differentiation in the digital world without traditional implementation projects. With Canopy, there is a massive opportunity for businesses to shorten innovation cycles, add flexibility and redeploy capital in other parts of the business.

**Steve Chambers:** As Emmanuelle says, the consumerization of IT cannot be underestimated. The ubiquity of IT and mobility in the consumer world is changing the shape of demand for IT services. It is changing how companies use IT and of course it is changing how they are using the Cloud. For example, using Canopy, companies can bring enterprise applications such as Customer Relationship Management to users in a matter of days. We are seeing massive interest in the market for on-demand applications focused on business users.



**“ We have a best-in-class environment for developers.”**

**Emmanuelle Morice**  
Senior Vice President,  
SaaS, Canopy



**“ We are seeing massive interest in the market for on-demand applications focused on business consumers.”**

**Steve Chambers**  
Chief Technology Officer, Canopy

**How can the Cloud change the way in which businesses develop these applications?**

**Steve Chambers:** Different customers have different needs. Some customers want to develop their own applications, and Canopy can help them compose their own applications more quickly. We see this with developers who realize that by using a Cloud platform, they can reduce time to market for applications by weeks, rather than days.

**Emmanuelle Morice:** Canopy is more than just an application store - it's an enterprise class platform. We have a best-in-class environment for developers, with an ecosystem around the platform that attracts independent developers, customers and partners, all looking to develop applications that deliver business differentiation.

**How well is Canopy positioned for the changes in this market?**

**Emmanuelle Morice:** Canopy and its partners have access to differentiated intellectual property. We are not competing in a commoditized ecosystem. We can provide new, added value solutions from our Platform as a Service (PaaS) model to our customers, and therefore an entire combination of best-in-class applications through our Enterprise Application Store.

**Steve Chambers:** The beauty of offerings such as Canopy PaaS and our well-known Canopy Infrastructure as a Service (IaaS) is that there is no one-size fits all solution. We can offer multiple flavors of IaaS, depending on customer requirements. We have a very powerful ecosystem of partners in Canopy so we can offer a full range of capabilities. Finally, a lot of our competitors do not have what we have - our breadth and depth of experience in consulting as well as in technology. We know how to help businesses at a strategic level manage the change process and migrate services to the Cloud. It's a very powerful offering.

# Social collaboration



## blueKiwi

Our blueKiwi is one of the Europe's leading providers of Software as a Service enterprise social networks, helping small and large enterprises and government organizations worldwide to improve productivity and grow innovation through open and collaborative sharing. A blueKiwi social software network provides a single space to collaborate and exchange ideas, creating communities among employees, partners and customers, whether it is in the office or via mobile devices and business apps. blueKiwi Zen provides a uniquely collaborative work environment based on experience and expertise so that everyone is equipped to take better decisions, faster.



## Zero email™

Tried and tested with success throughout Atos, Zero email™ is an ideal managerial offering to drive an organization towards fully adopting the technologies of the future workplace. Zero email™ aims to encourage innovation, ensure a more agile enterprise, and speed up time to market for new services and products, all by making social collaboration tools the cornerstone of an organization's IT landscape.

## Market adoption

**The take-up of enterprise social collaboration is driving efficiency and enabling greater levels of co-operation across an organization,** whilst removing much of the 'noise' and productivity drain that is

the result of email overload. Social collaboration enables connected employees to work in the way that is most effective for them – and most productive for the business.

## Business impact

**90% of companies using social technologies report some business benefits in terms of productivity, innovation, bid success, employee engagement and knowledge sharing.**

According to industry research analysis (McKinsey Global Institute

report July 2012), we know that social technologies, when used within and across enterprises, have the potential to raise productivity by 20 to 25% of high-skill knowledge workers.

## Discussion

# Making Zero email™ a reality

## How has Zero email™ helped transform Atos itself?

**Marc Bovens:** Atos feels like a much smaller organization in a way because true global collaboration is now at the fingertips of every employee. For example, our global knowledge management systems have made millions of documents available to all our employees. Getting help often used to mean searching through many documents that may or may not have been helpful, written by people who were sometimes not contactable. BlueKiwi, our social collaboration platform, with self-created and fully tagged employee profiles, combined with our instant messaging solution, offers a great alternative search for help strategy: you can easily find the expert, check their availability and contact them using audio/video conferencing desktop tooling. The result is faster access to expertise and the ability to help each other.

## That's interesting, especially given the number of Atos employees around the world. What tips would you share when it comes to rolling out social collaboration tools?

**Zeina Zakhour:** I think it's important for enterprises and organizations to strongly market the benefits of social collaboration internally, just as Atos did. We launched blueKiwi in all our campuses and worldwide at Atos during our global Wellbeing@work week in September 2012. We provided training sessions and question and answer sessions to get people engaged. The huge majority of people will start using it enthusiastically, but others take longer – you need to cater to everyone. It also makes sense to establish key performance indicators for social collaboration tool usage so you can measure success. For example, the volume of messages being posted, compared to the volume of emails being sent, which should be decreasing.

**Marc Bovens:** Another tip would be to train your management, as we have done, to take a more collaborative style, so that they can be engaged in important projects to drive



“Newly created organizational communities make sure all employees are on the same page.”

## Marc Bovens

Global Program Director for Zero email™, Atos Group



“The huge majority of people will start using social enterprise tools enthusiastically.”

## Zeina Zakhour

Global Security Offering & Engagement Leader, Atos Group

improvement at all stages. Our collaboration platform allows our managers to be better informed and monitor key projects without the information overload often caused by email systems. Newly created organizational communities make sure all employees are on the same page and can better align their work to team/department/company goals.

## How are enterprises responding to Atos' Zero email™ concept?

**Zeina Zakhour:** When our customers first heard about the vision, they were curious and perhaps a little skeptical. However, when we explained that an enterprise social network is not a social networking site like Facebook, but allows a company of 76,300 people to work together globally and no longer limited by the boundaries of geographical location, then they wanted to see how we do it!

**Marc Bovens:** More than one year on, many companies we work with now understand that they can no longer afford to have critical information locked into individual mailboxes. Social collaboration, consisting of blueKiwi (collaboration) and Microsoft SharePoint (documents) creates a global structure of communities that encompasses a complete organization.

## How are Cloud and mobility helping to strengthen the business case for enterprise social collaboration?

**Marc Bovens:** At Atos, the combination of social collaboration and our Cloud platforms (Canopy) allows us to enable Atos business engineers to become entrepreneurs. We can help hundreds if not thousands of employees become entrepreneurs, by using social collaboration to define a great proposal and to deliver projects with enthusiastic and skilled colleagues from all over the globe.

**Zeina Zakhour:** And in terms of mobility, blueKiwi is already used a lot on smartphones and tablets at Atos, and I believe we are seeing just the start of increased mobility for enterprise collaboration software.



# Big Data & Analytics

Technology: Big Data & Analytics



## Information management and analytics

Never has so much data been generated, and from so many places. Atos has extensive experience in using Big Data and Analytics technology to help customers understand their data and use it to support their decision-making processes, optimize performance and achieve growth. Atos transforms data and information into strategic assets that its clients can monetize and use for differentiation.

## Business Intelligence

To unlock the power of Big Data, and generate enhanced insight, Business Intelligence solutions from Atos leverage the Cloud and the latest improvements of "in memory" technology, virtualization, processing power and storage, helping clients create value out of the volume, velocity and variety of the data generated in today's digital organizations. These solutions ensure that end-to-end information management delivers actionable intelligence that helps companies and organizations to improve their performance and outperform their peers.



**“Analyzing massive volumes of unstructured data** is possible like never before, flipping the old way of doing Business Intelligence on its head and letting quantitative analytics be used in every part of the business. Smartphone access to results, interfaces for subject matter experts and not just data scientists - it's all just the tip of the iceberg.”

**Jordan Janeczko**

Scientific Community, Atos Group



## Data mining

Data is a natural resource with vast deposits and it arrives fast in many formats. Like any resource it can be difficult to extract and refine. Big Data mines wide sources of information both inside and outside the organization and provides a new level of understanding. By using the Canopy Cloud and sophisticated specialized platforms to mine, process and analyze vast quantities of data, Atos enables the discovery of previously invisible patterns, relationships and business drivers.



## Enterprise content management

Through customized Enterprise Content Management (ECM) solutions delivered via the Canopy platform, Atos enables organizations to cover the full content lifecycle, from creation to delivery and archiving of structured and unstructured information. These solutions make information available and easily accessible in order to help an organization reach its goals. ECM can cut transaction costs and reduce the duration of business processes, while enabling employees to collaborate efficiently and share knowledge across the entire organization and to collaborate with partners and clients.



## Decision support systems

As organizations make their decisions in an environment where the amount of data is growing exponentially, the use of sophisticated Decision Support Systems can help improve and accelerate strategic decision making, minimize risks, and identify new opportunities. Decision Support Systems provide an organization's stakeholders with accurate and timely information, enabling management to make more relevant and effective decisions, and helping them to protect the organization in a world of increased regulatory and governance requirements.

Technology: Big Data & Analytics



# Big Data & Analytics

## Market adoption

**Big Data has become economically relevant to businesses,** government and consumers as advances in computing, data storage, distribution and new delivery models continue to lower costs.

**Atos provides customers with practical, tailored solutions,** using flexible and agile analytics to turn unstructured data into clear, simple knowledge. In 2013, in recognition that Atos has the credentials and experience to excel in Big Data initiatives, Gartner increased its rating of the Atos Big Data offering from Promising to Positive. At the same time, the acquisition of WindowLogic, a leading provider of Enterprise Content Management Solutions in Australia and New Zealand in 2013, has strengthened Atos' position in the Information Management and Big Data market across Asia Pacific.

**Atos is addressing key verticals with its Big Data offering,** including the Public Sector, Healthcare, Transport and Manufacturing sectors to better understand and serve their customers. In 2013, Atos won a major contract to deliver customer-facing and back office services for

the 25 million customers of NS&I, a state-owned savings bank in the UK. Atos is now leveraging its expertise in Business Intelligence and Analytics to develop and improve the online offering of NS&I, adding new functionalities and apps and helping customers make the switch to digital.

**Atos also works closely with governmental organizations on research projects,** reflecting its leading role in innovation in Big Data. Current projects include the 'virtual butler' ALFRED, and the Chiron remote patient monitoring system, both co-funded by the European Commission. And finally Atos, together with its partner Siemens, is planning a joint investment in the area of Industrial Data Analytics. For this both companies have formed a joint team that is currently looking at the opportunities, the necessary investment and the best way forward utilizing the joint investment fund, building on the unique Global Alliance's combined strengths. We expect to decide on the next steps in our data analytics collaboration in the second quarter of 2014.

## Business impact

**Big Data can result in significant cost efficiencies,** leading to productivity gains and significantly increasing operational margins. Using Big Data results in accelerated time-to-market from leaner, more automated processes, with less complex equipment and IT systems to purchase and maintain, leading to less on-going capital expenditure and operating costs.

Leveraging its Cloud business unit, Canopy, Atos provides its customers competitive advantage by offering Big Data analytical capabilities and solutions without large capital expenditure. Atos delivers industry-leading services as public, private or hybrid Cloud, delivering real time intelligence, quickly, easily and affordably.

Atos is a thought leader in the Big Data space and in 2013 published a White Paper on Data Analytics as a Service (DAaaS), presenting the case for flexible on-demand provision on a pay-as-you-go basis with application to a broad range of industry sectors.

**Leveraging its Cloud business unit,** Canopy, Atos provides its customers competitive advantage by offering Big Data analytical capabilities and solutions.

## Discussion

# Big Data breakthroughs

**Why is there such a buzz around Big Data?**

**Markus Brandes:** There is a new data landscape, created as a result of the vast volumes of data generated, the massive increases in connectivity from the Internet (Internet of Things), and a growing emphasis on deriving value from unstructured data. With the evolution of technology, we have been working with our clients for a number of years to maximize the operational and business advantages from their digital assets. For example, using Big Data and Analytics, mobile phone operators can categorize a high value customer, and then if they detect that a high value customer is likely to experience a call drop due to network overload, they can take corrective actions to increase the customer experience of this client.

**Darren Ratcliffe:** Increasingly as companies begin to use Cloud services, they realize their data is more distributed than it used to be and that data is continuing to grow at exponential rates. The reality is that the volumes we are talking about meant that traditional Business Intelligence processes and platforms were not always capable of dealing with these amounts and types of information. Big Data has the potential to transform your entire business model and the product or service you sell. At Canopy, Atos' Cloud business unit, we are looking at how we can have a single suite of software delivered in Canopy's Cloud model which integrates applications and the data that resides in those applications and which also extends our Big Data capability to on-site/ on-premise for those applications that won't be or have not yet been moved to the Cloud.

**How does Big Data help your clients improve their business strategy?**

**Markus Brandes:** Big Data is a catalyst for opening up new revenue streams or changing established business models and business processes. A company that currently manufactures, for example, farming equipment will want to use Big Data to drive changes in their business model so that they can use various data captured by their equipment (such as the humidity of the soil, or fertilizer levels) to begin selling services which help farmers grow their yields. If a company takes an approach where they look at Big Data and Analytics from only a return on investment perspective, they risk being left behind. Leaders in this space understand that they can leverage Big Data to drive a change in their business model and transform their business.



“Big Data has the potential to transform your entire business model and the product or service you sell.”

**Darren Ratcliffe**  
Senior Vice President,  
Platform as a Service, Canopy



“Big Data is a catalyst for opening up new revenue streams or changing established business models and business processes.”

**Markus Brandes**  
Vice President, Head of Global Business  
Intelligence and Information Management,  
Atos Group

**Which industry sectors have embraced Big Data to date?**

**Darren Ratcliffe:** Every business stands to benefit from Big Data, although the speed of adoption can vary. Any company that has systems that feed data into their business is starting to drown under the weight of the information.

**Markus Brandes:** That's right. For example, we are involved in a lot of client activities in the energy and utilities area. These customers are leveraging smart metering solutions to optimize their grid systems; data analytics is really helping them to improve their core business processes and reduce theft. We are also working with governmental organizations to counter fraud, for example in taxation, customs and social security, using Big Data and Analytics. Another area where we are seeing a lot of interest in industrial data analytics is in manufacturing, where we analyze data from various components to reduce down time of machines, manufacturing plants or production environments and enable predictive maintenance services. Advanced analytics is an enabler of a whole new suite of healthcare services. We are collaborating with universities on advanced analytics that could be used for medical diagnostic processes. The area of connected patients is another high potential application; for patients who suffer from diseases such as diabetes, a patch on the skin measures key health indicators, and this can be used to give patients recommendations about their insulin dosage and other medication or advice.





# Sporting excellence



👁 100,000

**Testing hours by Atos** in preparation for the deployment of systems and equipment to the 30 Olympic and Paralympic Games venues at Sochi 2014.

💖 3,000

**Business Technologists** from different organizations teamed up to capture every moment for the entire world.

## Big Data for real-time results

Atos ensures that content, scores and critical data from the Olympic and Paralympic Games reach the media, athletes and more than 3 billion viewers with only a 0.5 second lead time.



## IT Security

At the Olympic and Paralympic Games, high performance IT security and risk management systems from Atos monitor hundreds of thousands of IT security events each day, instantly sifting benign anomalies from potential real threats.



## myInfo+ at Sochi 2014

For the first time the myInfo+ service, which is used by athletes and the media to check information including the competition schedule, medal ranking, weather reports and news feeds, was available on all mobile devices.



**“Just as the athletes have devoted four years of training to peak for 17 days of competition,** so have our Business Technologists spent a similar time of intense preparation and testing to be ready for the Sochi 2014 Winter Games. Following the success of the Olympic and Paralympic Games in Sochi, Atos will share our best practices and solutions to serve other clients in other markets, such as Government and Financial Services.”

### Marta Sanfelli

Chief Integrator for the Sochi 2014 Olympic and Paralympic Winter Games, Atos Group

## Atos' golden performances

As the Worldwide IT Partner for the Olympic and Paralympic Games, Atos is ultimately responsible for delivering and managing the entire IT infrastructure of the Games. Using its leading-edge technology, Atos integrates, manages and secures the vast IT systems that relay results, events and athlete information to spectators and media around the world, making a vital contribution to the continuing worldwide success of the Games.

Atos has been a key technology provider for the Olympic and Paralympic Games for more than 20 years, forming deep partnerships with the International Olympic Committee (IOC) and the International Paralympic Committee (IPC).

At each Olympic and Paralympic Games, Atos designs, builds and operates complex and secure IT infrastructure. During 2013, Atos

built and tested the latest innovations to be rolled out at the Sochi 2014 Olympic and Paralympic Winter Games, using Cloud technology for the first time to deploy the official Games website. Managing the IT infrastructure of the Olympic and Paralympic Games is an inspirational challenge that brings out the best in Atos Business Technologists. Preparations are already underway for the Rio 2016 Olympic and Paralympic Games, and this highly visible project will present Atos with a further opportunity to shine a spotlight on its capabilities for service delivery and showcase the company's unwavering commitment to excellence for all of its customers. Atos will be the IT technology provider for the IOC until 2024.



## Games Management Systems

Atos supports the planning and operations of the Games with a suite of applications which handle critical areas such as accreditations, sport entries and qualifications, medical encounter reports, the volunteer portal and management of the workforce.



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# Worldline tomorrow's digital experience

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#1

# Worldline

## Reinventing payments and transactions around the user experience



**“Worldline is the European leader and a global player in the payments and transactional services industry.** Worldline delivers new generation services, enabling its customers to offer smooth and innovative solutions to the end consumer. With 40 years of experience, Worldline is ideally positioned to support and contribute to the success of all businesses and administrative services across the globe. In a perpetually evolving market, Worldline's end-to-end customized solutions help customers to anticipate market developments and to optimize the performance of their digital transactions. Our ambition is to support our customers' top line growth as well as to permanently grow innovation as a key lever to enhance their competitiveness.”

**Gilles Grapinet**

Chief Executive Officer, Worldline



**“We are at a turning point for the payment business:** new technologies drive expectations in terms of user experience in a real, disruptive way. It is time for a new way of offering payments services. What we offer is a mix of the latest techs and our deep rooted business know-how beyond payment, with a continuous focus on the user experience. We are the trusted end-to-end partner for all businesses and payment transactional services.”

**Marc-Henri Desportes**

General Manager, Worldline



**“Worldline is the end-to-end digital service provider,** designing B2C vertical solutions and operating customized processing services around payment. Worldline's service portfolio combines expertise, software and production assets. We stand apart from the competition thanks to our ability to design and operate our own solutions, to anticipate customer needs and to invest alongside with them. So, our clients benefit from new technologies tailored to their needs but also from a true partner focused on offering true business value to their customers.”

**Christophe Duquenne**

Chief Operations Officer, Worldline

## Worldline

# e-payments and m-services for tomorrow's digital experience

Worldline activities are organized around three axes:



### Merchant Services & Terminals

Merchants expect a business partner who understands how they can benefit from technological consumer innovations to enhance the shopping experience, generate upselling opportunities and optimize their commercial process. We facilitate the consumer engagement with cutting-edge, seamless services for merchants on any device – before, during and after the point of sale – with payment as the 'single point of truth'. This includes designing services and solutions, as well as implementing these solutions and the day-to-day management of the resulting services on our clients' behalf.

- Commercial acquiring
- Multi-channel payment acceptance
- Terminals
- Private label cards & loyalty services
- e-commerce & m-commerce.



### Mobility & e-Transactional Services

The digital revolution is reinventing current B2C processes offering unprecedented opportunities to do more and better with less – however the associated innovation and technological challenges are huge. We provide fully end-to-end processing services to digitize business processes including new, contextual digital products for business innovation and operational efficiency, such as seamless journey management, connected living or digitization services while leveraging our strong payments capabilities where they are needed.

- Connected living solutions
- e-Government collection
- e-ticketing systems
- Contact & Consumer Cloud.

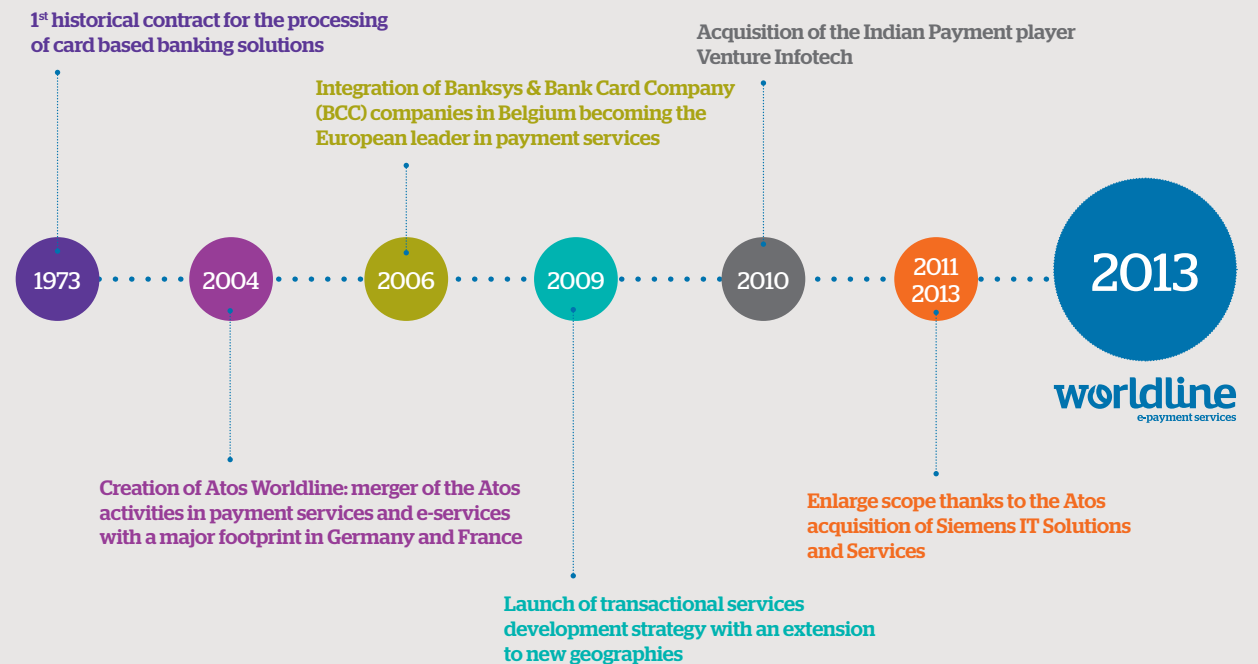


### Financial Processing & Software Licensing

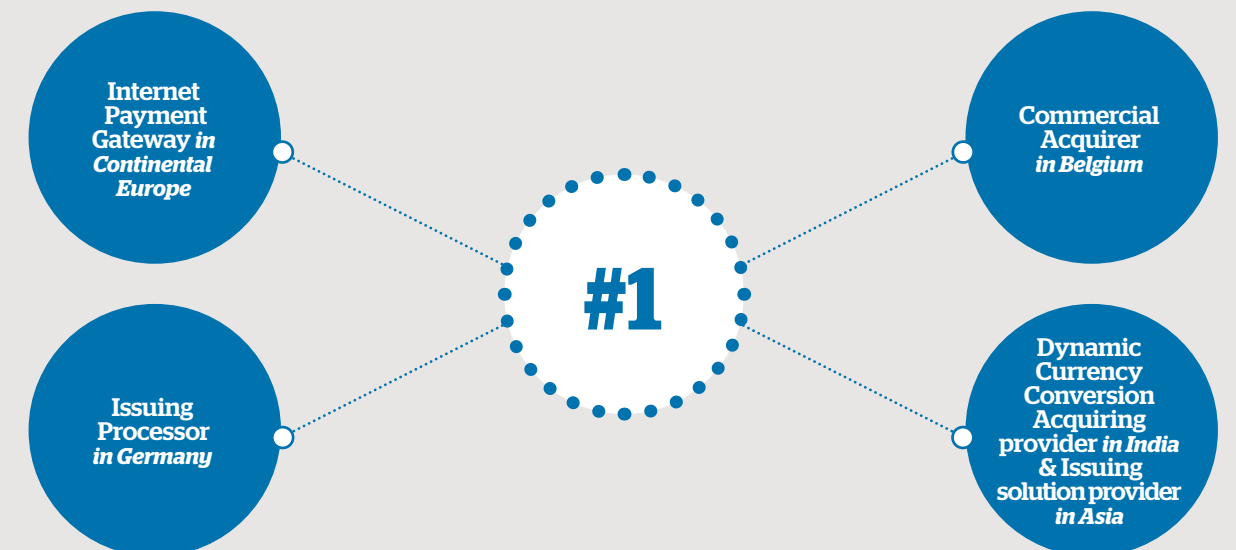
Financial processing provides banks and other financial institutions with a comprehensive set of services that help them and their customers manage their cashless payments. Our services and innovative software solutions support the full range of card and non-card payments for acquirers and issuers. By combining our core services with a growing list of value-added services and full integration with in-house systems, we help our clients offer their customers a customized, profitable, secure, extensive and innovative product portfolio.

- Acquiring processing
- Issuing processing
- Online banking
- e/m payment
- Licenses.

## 40 years of experience and growth



Worldline is a recognized leader in many payment domains, with a strong presence in the most economically developed parts of continental Europe, where electronic payments are relatively mature.





## Worldline technology

# Connected life solutions



### e-Ticketing

The global transport market is currently undergoing a period of transformation, thanks to the increasing ubiquity of mobile technology and the introduction and rapid adoption of digital media. To address the needs and high expectations of today's passengers, Worldline delivers intelligent connected travel services, improving the transport user experience, increasing revenues and playing a vital role in capacity management within transport networks. Worldline provides and supports e-ticketing solutions which generate millions of transactions every day across the world.

### Digital retail services

There has been a revolution in the shopping experience. Today, large retail brands are investing to re-invent the way that their customers do business with them and to enhance the consumer experience. In a world where customers use their mobile devices to be just one click away from the competition, providing a seamless and cross-channel shopping experience to customers is crucial for retailers to remain competitive. Worldline helps its retail customers generate additional revenues and increased loyalty by delivering personalized, contextual services for shoppers, including leveraging digital signage and digital walls to improve their engagement with consumers.



**“Connected Living is a strategic investment area for Worldline.** We help our customers to transform contextual mobility services into a direct and sustainable competitive advantage, which opens up new possibilities for all business sectors.”

**Olivier Stuckens**

Managing Director Mobility & e-Transactional Services, Worldline



### Connected vehicles

Adding connectivity to vehicles promises exciting possibilities for motorists in terms of safety, performance and convenience, and also creates a vital new revenue opportunity for manufacturers. New business models and value chain partners are emerging, helping the automotive industry to increase customer loyalty, improve brand equity, generate higher revenues, and enhance competitiveness and profitability. Worldline is the partner of choice for players in the connected vehicle market, including manufacturers and large fleet operators, helping them bring new B2C and B2B services to market quickly.

### Data marketplaces

Big Data is not only a buzzword; it is the means to leverage business for companies. Generating value from data is one of the main drivers in the development of the value chain of the future. By analyzing and sharing all available data generated by today's mobile and digital revolution, companies can propose new offers or value-added services whenever and wherever their customers need them. Sharing data between suppliers who are part of the same ecosystem creates added value for their targeted end-users. As a trusted third party, Worldline, through its Data Sharing solutions (such as the Data Value Factory), applies a unique business model to share and monetize data for contextual usage, while at all times ensuring the highest levels of data privacy and security.



### Digitization

As enterprises and organizations transform their operations to be based on paperless sources and processing, digitization in the modern world leads to a set of new opportunities. Worldline's Mobility and e-Transaction Services are enablers for the digitization of the physical world, creating business value and operational efficiency. They combine expertise, software and production assets, with processes to contribute to strategic transformation powered by digital services. Its suite of User Trust Services offer paperless processing, trusted digital archiving, e-service traffic management and e-health digitization solutions.



# Connected life solutions

## Market adoption

**The digital revolution is reinventing B2B2C processes.** It offers unprecedented opportunities to do more and better with less. Worldline is supporting clients from a wide range of sectors in the creation of innovative digital products and services, leveraging digital technologies to help businesses connect to their consumers and grow their revenues.

**Worldline is enabling food retailers across Europe to offer their consumers so-called ‘click and collect’ services so that consumers can determine where, when and how they shop,** with mobile payment solutions. Worldline also provides kiosk payments solutions for two of the UK’s largest hotel chains, has deployed over 1,000 kiosks across the UK railway network and a global digital signage project for a major manufacturer.



**Elsewhere, Worldline is helping the transport sector move towards ticket payments by payment cards which are simply swiped to allow entry.** Worldline’s solutions embrace the latest technology trends, and are aligned with the latest mobile devices. Worldline develops and delivers the first end-to-end smart solution where payments and journey management are joined together through smartcards, phones and contactless cards.



## Business impact

**Mobile technology has transformed the way that consumers buy their products and services and the way that all businesses, including retailers and transport companies, deliver their services to the market.** Smartphones have led to a lasting revolution in the value chain, while the arrival of smart houses, cars and trains is beginning to create huge volumes of data that can be captured and transformed into business opportunities. Worldline is an end-to-end partner for pioneering customers who are looking to benefit from these developments and secure a commanding position in the emerging digital value chain. For retailers, Worldline helps merge the physical and digital channels into one seamless connected shopping experience, creating a unified and attractive experience for all consumers. In 2013, Worldline provided its omni-channel e-commerce platform, Worldline Omni-commerce, to McDonald’s in France.

In 2013, Worldline delivered connected life solutions to governments for payment collection schemes, to car manufacturers extending the way they interact with drivers, to telecom companies responding to new competitors, and to transport companies to enable them to accept mobile payments and move to electronic ticketing systems. At the same time, Worldline worked with its customers to add value to the data generated by billions of connected devices, helping convert the digital revolution into tangible business opportunities for its clients.



**Worldline helps merge** the physical and digital channels into one seamless connected shopping experience.

## Discussion

# Towards a truly connected customer experience

**Why has connected life become such a priority for businesses?**  
**François Gatineau:** We are witnessing a period of strategic transformation, in which companies, especially in industry and manufacturing, are moving from a product focus to services. This transformation is being powered by digital services, which enable organizations to access new, larger audiences and develop new services with clear added value. To generate value, these services have to be contextual and be based on mobile technology. This is where our Connected Living solutions come in.

**Rémi Puissant:** If you look at the ‘connected commerce’ area, there has been a dramatic change to the shopping experience in the last years. The shopping experience has moved beyond physical stores and e-commerce is growing exponentially. Retailers need to attract and keep their customers, whatever the channel, the device or the shopping process. This is critical to their survival in the modern world as consumers nowadays dictate and control their entire shopping experience. I agree with François, retailers also need to switch from product-centric to consumer-centric operations. This is why they are turning to mobile technologies and our Omni-Commerce services create this level of engagement with their consumers. Whether they are traditional ‘brick and mortar’ retailers or pure online players, they have to become experts at attracting and retaining customers and connected services allow them to personalize and optimize their customers’ journeys.

**Clearly the Retail sector is embracing this new approach. Are there other sectors that are also leading the way?**  
**François Gatineau:** As well as retailers, we are also seeing a lot of interest in our connected life solutions from the transport sector, in particular a lot of demand for advanced e-ticketing services. Today’s passengers are really looking for intelligent, connected travel. They want quick and easy payment



**“ With the right customer-centric approach, e-ticketing can deliver new value-added services to passengers.”**

**François Gatineau**  
Connected Living & Mobility  
Director, Worldline



**“ Consumers now dictate and control the entire shopping experience.”**

**Rémi Puissant**  
e-Commerce and Digital Signage  
Global Offer Manager, Worldline

processes, and a better travel experience. Transport companies want to provide their customers with customized e-ticketing services that can manage the entire trip seamlessly and enrich the user experience. With the right customer-centric approach, e-ticketing can deliver new value-added services to passengers.

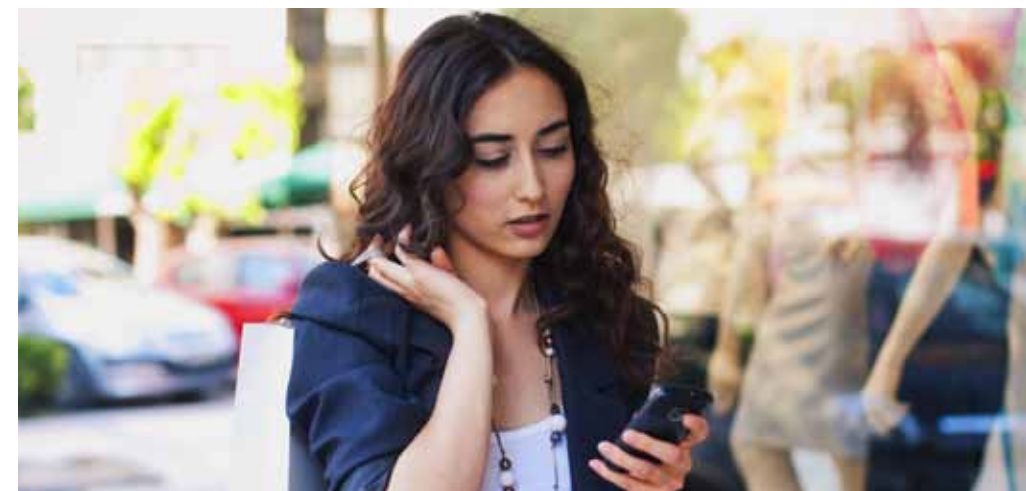
**The consumer’s needs are placed squarely at the center of connected life. How does Worldline provide value-added service to its clients to create new growth opportunities?**  
**François Gatineau:** We see tremendous opportunities for our clients to participate in data marketplaces, using the data that is being created by the digital revolution. By 2020, there will be at least 20 billion connected devices. That’s data that can create value for everyone in our customers’ ecosystems. Worldline is at the center of this emerging opportunity. We’re the natural partner for developing new services out of this raw data and we have a lot of know-how and experience in managing our clients’ data. Accuracy and security are of course also very important in this area. The challenge is to analyze in real time data from millions of devices and machines, and deliver the right services to the right person on the right device at the right location - and using the right business model!

**Rémi Puissant:** The constant connection between customers, retailers and manufacturers produces a lot of data. Using our Big Data technology, we work with retailers to increase their sales by creating a personalized shopping experience based on analysis of this data. Judging by what we are seeing in the market at the moment, the demand for connected commerce services will continue to grow at a very rapid rate, with a double-digit global growth for 2014 for connected consumer services.



## Worldline technology

# Payments



### Merchant Services & Terminals

Worldline delivers a wide range of end-to-end payment services for merchants of all sizes and all business sectors, supporting their growth in the store, on the Internet, and on mobile platforms. Worldline is not only a technical partner, but a business partner that can help merchants benefit from the latest innovations and generate new opportunities.



### Financial Processing & Software Licensing

For banks and financial institutions, Worldline delivers payment processing capabilities covering card payments to non-card payments, processing millions of transactions every day. These solutions provide the financial sector with the payment solutions they need to face the evolving regulatory environment and changing B2C behavior, enabling new forms of payment and optimizing data value.

## Market adoption

**Electronic payments have become an enabler of new business opportunities,** allowing merchants to extend their business models and access new markets. Worldline's expertise in the area means it is providing global solutions for specialized markets with specific needs.

At the same time, Worldline works with financial institutions using cutting-edge technology to add valuable products so they retain their leadership through new business models and to generate new revenue streams.

## Business impact

**The development of the mobile Internet and the exponential growth rate of smartphones have transformed consumer buying behavior.** Alternative payment methods and value added services now

take e-payments mainstream, enabling merchants and financial institutions to benefit from the rapid growth of secure electronic and mobile commerce.

## Discussion

# Payment services that drive growth

### What is the main growth area in the payments market?

**Pascal Dehaussy:** The e-payments market is growing at an extremely fast pace due to the explosion in increased usage of devices. Even in geographies where e-commerce is relatively mature (such as the UK, France and Germany) the overall e-commerce market is growing rapidly. And, we are seeing opportunities for expanding this side of our business in countries such as Spain, Eastern Europe and the Nordics.

### How is Worldline helping customers use data from payments and transactions to grow their businesses?

**John Hemsley:** We have been involved in loyalty schemes from the outset in areas such as classic co-branded card schemes, regional closed loop initiatives and more recently, card-linked offers. Worldline's Cash Club initiative specifically builds on the value of the data that is available from card usage. Our product brings together our business relationships with issuers, merchants and acquirers so that issuers can direct cardholder customers to merchant and brand offers based on their profiles of the cardholders. This allows targeted marketing, advertising and loyalty to cardholders by the acquiring business and the issuing business, fully respecting data privacy and data protection requirements.

**Pascal Dehaussy:** Another key area where Worldline uses data from payments is to help detect and minimize fraud in-store and on the Internet. This forms one of the many steps in the customer's journey that merchants must now consider in terms of their global interaction with customers. We also have specialized solutions to analyze data to improve the payment flow and to ensure that the customer experience is quick and easy. For example, our one-click e-payment solution helps merchants increase the conversion rate of their customers. We also provide in-store customer analysis software so that merchants can identify customers and apply loyalty schemes when they hand over their payment card.



“We look at the global value chain of the merchant, from the e-commerce website to their back office operations, applying our solutions to expand the merchant's footprint and value as part of their customer's journey.”

### Pascal Dehaussy

Managing Director Financial Processing & Software Licensing, Worldline France



“Using our technical capabilities, interconnectivity, and our expertise in card schemes, we can extend payment service models to cover authentication methods using the mobile for direct credit transfers.”

### John Hemsley

Director, Card Payments, Worldline

### How is Worldline helping customers move beyond card payments?

**John Hemsley:** We have had a lot of success in introducing innovative and secure Internet and mobile payment systems. iDeal in the Netherlands (OBeP solution - Online Banking ePayment Solution) is the most successful program of its kind in Europe in terms of growth, number of transactions and usage. We deliver the application, networks, infrastructure, security and risk management and we can duplicate this Worldline solution in other regions. In France, we built and now run the Paylib mobile wallet initiative for three leading French banks and we run similar schemes in other parts of Europe too. Our strategy is to work with our customers and our partners and to ensure that our schemes are interoperable and standardized. Because of our expertise and strong reputation in Europe, we play a considerable role in the development of future standards.

### What do you think are Worldline's main competitive advantages in this fast developing market?

**Pascal Dehaussy:** We are in a unique position as we can propose a comprehensive end-to-end system. We are able to go on any large part of the value chain, whether it is a government, a merchant, a telecom company or a utility. Payment is not one single product that we market. We market the full value chain.

**John Hemsley:** We can make new business ideas work on the basis of our strengths in IT infrastructures, network management, and ability to transfer 24/7 information. We can enable innovations and business growth by delivering safe, secure and reliable infrastructure. For a new scheme to become successful, it needs to be interoperable across a wide geographic footprint; that is what Worldline offers the market.

## Worldline

# Connected at every moment of your day

**8:30**  
I use a contactless card to take the subway

**10:30**  
When walking around town, I receive a promotional offer from my favorite grocery shop

**12:00**  
I make lunch reservations using the restaurant's smartphone app

**13:30**  
I book tickets for a concert this weekend using my credit card

**18:00**  
I fill up the car with my fuel card

**23:30**  
Back at home, the temperature is perfect. I go to sleep

**8:00**  
I withdraw cash at an ATM

**9:30**  
I receive an alert announcing my train's delay and proposing another connection

I check my email on my phone while waiting for the next train

**11:00**  
I transfer funds to my mobile wallet from my bank's website

**13:00**  
I pay for lunch on my favorite terrace by card

**15:30**  
I check my account online

**17:15**  
My connected health-monitoring and delivery device makes sure I never forget to take my medicine

**21:00**  
We participate in our favorite interactive TV show. I check my home temperature on my mobile and reduce it



# Shareholder information

Atos SE shares are traded on the Paris NYSE Euronext Paris market under code ISIN FR0000051732. 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.

### Information on stock

Number of shares:	98,165,446
Sector classification:	Information Technology
Main index:	CAC All Shares
Other indices:	CAC IT, CAC IT20, CAC Next20, Euronext 100, SBF120
Market:	NYSE Euronext Paris Compartiment A
Trading place:	Euronext Paris (France)
Tickers:	ATO (Euronext)
Code ISIN:	FR0000051732
Payability PEA/SRD:	Yes/Yes

### The main tickers are:

Source	Tickers	Source	Tickers
Euronext	ATO	Reuters	ATOS.PA
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

- May 27, 2014:  
Annual General Meeting
- July 29, 2014:  
First half 2014 Results
- October 24, 2014:  
Third quarter 2014 Revenue

#### 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.

### Free float

The free-float of the Group shares exclude stakes held by the reference shareholders, namely the two main shareholders, PAI Partners, holding 96% of the share capital as at December 31, 2013, and Siemens holding a stake of 12.7% of the share capital which it committed to keep until June 30, 2016.

No other reference shareholder has announced its will to maintain a strategic shareholding in the Group's share capital. Stakes owned by the employees and the management, are also excluded from the free float.

As at December 31, 2013	Shares	% of share capital	% of voting rights
Treasury stock	36,155	0.0%	-
PAI Partners	9,399,376	96%	96%
Siemens	12,483,153	12.7%	12.7%
Board of Directors	49,024	0.0%	0.0%
Employees	1,688,640	1.7%	1.7%
Free float	74,509,098	75.9%	75.9%
<b>Total</b>	<b>98,165,446</b>	<b>100.0%</b>	<b>100.0%</b>

### Dividend policy

During its meeting held on February 18, 2014, the Board of Directors decided to propose at the next Ordinary General Meeting of shareholders the payment in 2014 of a dividend of €0.70 per share in 2014 on the 2013 results.

During the past three fiscal periods, Atos SE paid the following dividends:

Fiscal period	Dividend paid per share (in €)
2012	€0.60
2011	€0.50
2010	€0.50

### Atos' share performance in comparison with indices

While the French reference index, the CAC 40 increased by +18% in 2013, Atos stock price recorded a +24% increase, broadly in line with its European peers within the technological sector (DJ Euro StoxxTech +27%). In the US,

indices reached a higher range of performance, with for example the Nasdaq index which increased by +38% in 2013 after an increase (+16% in 2012) and the S&P 500 by +30% (+13% in 2012).

### Share value for "ISF" purposes

The closing share price on December 31, 2013 was €65.79. The average closing share price over the last 30 stock market trading days of

2013 was €63.00 compared to €53.75 for the same period in 2012.

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## About the Annual Report 2013

**This Annual Report contains key information about the Atos Group, its strategy and operations during 2013.** It forms part of

our regular program of corporate communications with stakeholders.

As well as covering important business alliances and contracts secured and developed during 2013, this report looks at the business impacts of the technological solutions and advances that Atos and Worldline are making in areas such as Cloud services, Social collaboration, Big Data & Analytics, Payments, Connected life solutions and sport. Atos invests heavily in its people through its wide-ranging talent recognition, development and management programs as none of the successes achieved in 2013 could have happened without the involvement and dedication of Atos' 76,300 Business Technologists around the world.

For more information about Atos, see [atos.net](http://atos.net)

For more information about Worldline, see [worldline.com](http://worldline.com)