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# annual report 2014

2014 2015 2016

▲  
Ambition 2016

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## Profile

**Atos SE (Societas Europaea) is a global digital services leader with 2014 pro forma annual revenue of circa € 10 billion and 86,000 employees in 66 countries.**

Serving a global client base, the Group provides Consulting & Systems Integration services, Managed Services & BPO, Cloud operations, Big Data & Cybersecurity solutions, as well as transactional services through Worldline, the European leader in the payments and transactional services industry. With its deep technology expertise and industry knowledge, the Group works with clients across different business sectors: Defense, Financial Services, Health, Manufacturing, Media, Utilities, Public sector, Retail, Telecommunications and Transportation.

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

# Interview with Thierry Breton

Chairman and Chief Executive Officer

## **How would you summarize Atos' progress in 2014?**

In 2014 we reported revenue growth of +5.1% year-on-year and an operating margin of 7.8% of revenue, with a free cash flow reaching € 367 million, a net income rising by +8.8% to € 283 million and a net cash position of € 989 million at the end of 2014.

2014 was the first year of our Ambition 2016 three-year strategic plan. It was a year of accelerated transformation for Atos, notably through the completion of the Worldline IPO as planned, and the completion of the integration of Bull operations and technologies. The project to acquire Xerox ITO that was announced at the end of 2014 will significantly increase our footprint in North America. I am proud that all these strategic acquisitions will position Atos in 2015 in the Top 5 global IT services providers, with almost 100,000 employees present in 72 countries and worldwide annual revenue of roughly € 11 billion on a pro forma basis.

## **How does acquiring Bull and Xerox ITO change the picture?**

Bull has now been integrated into Atos and is already making an important contribution to our performance. The Bull brand is enhancing our leading position in Cloud services, Big Data and Cybersecurity in Europe, with over 2,000 dedicated experts, and is anchoring our global leadership in Managed Services and Systems Integration. It also increases our business impact as well as the scope of our technological assets and offerings with products such as the Bullion servers.

Regarding the planned acquisition of Xerox ITO, it is due to close in the second quarter of 2015 and will be a major milestone in the history of Atos, tripling our

footprint in the world's largest market for IT services and adding nearly 10,000 Business Technologists to our workforce. It is all the more important that the US market is an early adopter of high growth innovative technologies and, as such, a potential major driver of our future expansion.

## **Do you see Big Data as a growing source of revenue?**

In Atos we are convinced that data is the black gold of tomorrow. In the last 18 months, our world has generated more data than mankind has ever done before. In this context, data analytics will be a growing source of wealth and innovation in the years to come.

To unlock the power of Big Data, 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 their organization. Atos is thus helping its clients to transform data and information into strategic assets that they can monetize and use for differentiation.

## **How did Atos develop new offerings and enhance its competitiveness in 2014?**

Thanks to our global positioning, the dynamic transformation implemented in 2014 and the Bull integration, we are now better placed than ever to accompany the digital transformation of our clients on a global basis, including in strategic and high growth markets such as Cloud, Big Data and Cybersecurity.

In particular, we see a very strong interest from our clients for our secured Cloud services. In Cloud, we registered +37% revenue growth in 2014 for Canopy stand alone, while the Big Data and Cybersecurity activity within the Group represents roughly € 550 million combined annual revenue thanks to the successful integration of Bull.

We also continued to strengthen our very strong culture of business alliances in 2014. Thanks to a network of global partnerships with industry leaders such as Siemens, EMC<sup>2</sup>, VMware, SAP, Samsung, Microsoft and Yonyou among many others, we are continuously investing in new offerings and innovations for our clients.

At the same time, we continue to improve our productivity as part of our Tier One Program to better serve our clients and further increase our competitiveness in all markets.

**“Our solid 2014 results, our permanent investment in innovation and in our people as well as our accelerated transformation demonstrate that the Group has the track record and the financial means to deliver its 2016 strategic plan.”**



**What is the role of corporate responsibility in the overall scheme of things at Atos?**

I would describe it as part of our DNA. For example, our Wellbeing@work program continues to create a stimulating environment for our Business Technologists to collaborate and to build communities, based on our Zero email™ initiative. These initiatives form part of our overall commitment to corporate responsibility. Atos has produced its 2014 Corporate Responsibility Integrated Report in accordance with G4 Comprehensive option. Atos has successfully completed the GRI Content Index Service. The overall process is assured by an external auditor. With this approach, Atos demonstrates that its extra financial performance disclosures are accurate and exhaustive. I am extremely proud as our Business Technologists have made tremendous efforts for the company to reach a 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 are your targets for Atos in the next two years?**

As stated in our Ambition 2016 strategic plan approved by 99.6% of our shareholders in December 2013, our goal is to become the preferred European global IT brand worldwide in digital and IT services, as well as in Cloud, Big Data, Cybersecurity and payment solutions.

Our priority is to deliver profitable growth and to increase our operating margin by +100bps to +200bps between 2013 and 2016 while generating a free cash flow between € 450-500 million in 2016. Our solid 2014 results, our permanent investment in innovation and in our people as well as our accelerated transformation demonstrate that the Group has the track record and the financial means to deliver its 2016 strategic plan.

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

“2014 has been very dynamic for Atos. We accelerated the transformation of the Group, notably through the completion of the Worldline IPO, the integration of Bull operations and technologies, and the announcement of the project to acquire Xerox ITO. ”

**Thierry Breton**, Chairman and Chief Executive Officer

# Atos

## at a glance

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- | Powering progress for our clients
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- | Ambition 2016
- | Transformation programs

# Powering progress for our clients

► Creating business advantage for clients with **our global IT services**



## Consulting

**Transforming organizations with top-of-the-wave innovations.**

Atos Consulting deploys its highly skilled experts to help our clients prepare for and adapt quickly to changes in the market, outperform competitors and provide outstanding services to their customers. Atos Consulting applies innovative approaches through the design, implementation and support of leading-edge technology solutions that transform organizations.



## Systems Integration

**Delivering seamless business systems for operational excellence.**

Our teams manage all aspects of solution design and implementation, and work with our clients to develop, implement, and maintain systems that will support and enhance their overall business strategy. Our global delivery model adds quality, scalability, predictability and flexibility, all at competitive prices, and benefits from a worldwide presence.



## Managed Services

**Creating business benefits through intelligently managed IT.**

We are a leading provider of managed IT services worldwide and we have in-depth expertise in workplace management, managed infrastructure, application operations, network and communications. Within our project service unit we deliver infrastructure consult, design and build capabilities to our customers. Our solutions provide value, consistency and agility. We embrace the power of Big Data, integrate Cloud delivery models and combine our advanced security capabilities of the new service line Big Data & Security into our solutions.



## Cloud & Enterprise Software

**Cloud Services as a business strategy for core processes.**

Atos is the number one European player in Private Cloud services. Through Canopy, the Atos Cloud company, we deliver a full-spectrum Cloud service – from modeling and realization to individual Cloud-based delivery models for Infrastructure, Platforms and Software.



## Transactional & Payment Services

**Unrivalled expertise in delivering e-payments and digital solutions.**

Worldline is a global leader in e-payment and transactional services and is actively involved in Merchant Services & Terminals, Mobility & e-Transactional Services, and Financial Processing Services & Software Licensing. With over 40 years of experience and an established partner for B2B2C industries, Worldline's sophisticated solutions handle millions of highly critical transactions between its clients, their partners and their customers on digital platforms. Worldline offers a unique and flexible business model built around a global portfolio of services enabling end-to-end support.



## Big Data & Security

**Combining Big Data & Security as a business differentiator.**

Atos works with organizations in the private and public sectors, including defense, manufacturing, telecommunications and financial services, to generate value from their growing volumes of data, while maintaining the highest levels of security of our clients' information assets. Through its Bull technologies, Atos develops the high performance computing platforms, security solutions, software appliances and services allowing its customers to monetize and protect their information assets. Big Data & Security brings together Atos global R&D activities expanding our Business Technologists' Intellectual Property capabilities and portfolio.



## ► 2014 in numbers

### Revenue

€ 9.051 BN

### Operating margin

7.8%

### Free cash flow

€ 367 M

## ► Transformative solutions for every sector

We apply our expertise and in-depth knowledge of global market sectors to help our customers respond to business and organizational challenges with transformational IT solutions. With our portfolio of service offerings, we are redesigning customer experiences, ensuring operational excellence, safeguarding data security, and enabling digital enterprises for today's connected world.



### Public & Health

Atos is an essential partner to governmental bodies, education, healthcare and defense service providers.

Doing more with less remains the dominant theme in public services, underpinning the need for new models of IT service provisioning. Application modernization, secure Cloud Computing and shared services become pivotal in a sector in which cultural and process changes rather than technology are often the biggest challenges. With our deep understanding of cultural diversity, we are an active partner in process and technology to governments and healthcare service providers.



### Telcos, Media & Utilities

Atos is helping these mission-critical organizations embrace transformational technologies.

We are a key player in telcos, media and utilities, making full use of our portfolio for CRM, billing systems, loyalty programs and other highly innovative offerings such as M2M for Smart Utility. In this market telco and media companies are the defining forces in the digital age: digital collaboration and communication are what makes today different. This is where our teams can help bring mastery of new media management and dynamic monetization to the table. We have over 30 years' specialist experience in these sectors, and around 3,000 energy and utility industry IT talents, of which 1,500 work in our dedicated Atos Worldgrid unit.



### Financial Services

Atos' IT services are supporting the world's leading financial services companies through a time of rapid change.

Even though banking and insurance companies face distinct and different pressures, both need to excel in building reputation and loyalty with their clients. Maximum efficiency of back office processes can help to liberate resources focused on serving increasingly sophisticated customers.



### Manufacturing, Retail & Transportation

Atos applies its industry-specific expertise to enhance business performance and stay ahead of the competition.

Success in manufacturing, retail and transportation today hinges on the ability to join everything up across the value chain. Our teams can optimize operations at a single plant and drive actionable agility across the enterprise. Expertise in industry-specific production and innovation processes combines with skill in MES and PLM to deliver sustainable business value to our manufacturing, retail and services industry clients.

# Governance

## The General Management Committee

The role of the Atos General Management Committee (GMC) is to develop and execute the Group strategy and to ensure value is delivered to clients, shareholders, partners and employees. The General Management Committee, led by Thierry Breton, Chairman and CEO, is in charge of the global Group management.

The members of the General Management Committee are:



**Thierry Breton**

Atos Chairman and Chief Executive Officer,  
Worldline Chairman



**Charles Dehelly**

Senior Executive Vice President,  
Global Operations and TOP Program



**Gilles Grapinet**

Senior Executive Vice President,  
Global Functions and Worldline  
Chief Executive Officer



**Michel-Alain Proch\***

Senior Executive Vice President,  
United States, IT, Security

\* CFO until February 19, 2015.

## The Executive Committee

The Atos Executive Committee is composed of the General Management Committee and of:

### Group Functions

**Elie Girard,**  
Chief Financial Officer\*

**Philippe Mareine,**  
Head of Human Resources, Logistics, Housing and Head of Siemens Global Alliance

**Marc Meyer,**  
Head of Executive & Talent Management, Communications

**Alexandre Menais,**  
General Counsel, Legal, Compliance, & Contract Management

**Gilles Arditti,**  
Head of Mergers & Acquisitions, Investor Relations & Financial Communications

**Olivier Cuny,**  
General Secretary

### Global Service Lines

**Eric Grall,**  
Head of Managed Services (which includes BPO)

**Francis Meston,**  
Head of Consulting & Systems Integration, Head of GBU India, Middle East, Africa

**Philippe Vannier,**  
Head of Big Data & Security, Group Chief Technology Officer

**Ursula Morgenstern,**  
Head of Cloud & Enterprise Software (integrating Canopy, Yunano, blueKiwi)

### Worldline

**Marc-Henri Desportes,**  
General Manager

### Geographic Business Units

**Winfried Holz,**  
Head of Germany

**Ursula Morgenstern,**  
Head of UK & Ireland

**Jean-Marie Simon,**  
Head of France

**Rob Pols,**  
Head of Benelux & The Nordics

**Hanns-Thomas Kopf,**  
Head of Central & Eastern Europe

**John Evers,**  
Head of North America

**Iván Lozano,**  
Head of Iberia

**Herbert Leung,**  
Head of Asia-Pacific

**Alexandre Gouvêa,**  
Head of Latin America

**Milind Kamat,**  
Head of India

### Sales & Markets

**Patrick Adiba,**  
Chief Commercial Officer and CEO Olympics & Major Events

**Dr. Ljiljana Mitic,**  
Head of Financial Services

**Bruno Fabre,**  
Head of Telcos, Media & Utilities

**Kari Kupila,**  
Head of Siemens Account

The Chief Financial Officer (CFO), the Chief Commercial Officer (CCO), the Chief Technology Officer (CTO) and the Head of Mergers & Acquisitions and Investor Relations report to the General Management Committee.

\* Since February 19, 2015.

# The Board of Directors

## Diversity fully implemented at the Board of Directors level

As of April 15, 2015 the Board of Directors of the Company consisted of 11 directors, including 5 women, *i.e.* 45% of its members. Moreover, the Board of Directors was composed by more than 54% of Directors of non-French nationality, reflecting the Group's international dimension and diversity.



**Thierry Breton**  
Chairman and Chief  
Executive Officer of Atos SE  
(French)



**Jean Fleming**  
Operations Director, Business  
Process Services at Atos IT  
Services UK Ltd (British)



**Aminata Niane**  
Interim Manager for the Return  
of the African Development Bank  
to its registered offices in Abidjan  
(Senegalese)



**Pasquale Pistorio**  
Chairman of the Pistorio  
foundation (Italian)



**Nicolas Bazire**  
General Manager  
of Groupe Arnault SAS (French)



**Bertrand Meunier**  
Managing Partner of CVC  
Capital Partners Ltd  
(French)



**Lynn Paine**  
Senior Associate Dean of Harvard  
Business School / John G. McLean  
Professor of Business Administration  
(American)



**Vernon Sankey**  
Officer in companies  
(British)



**Dr. Roland Busch**  
Member of the Management Board  
of Siemens AG (German)



**Colette Neuville**  
Chairman (founder) of ADAM  
(French)



**Michel Paris\***  
Managing Director of PAI Partners  
(French)



**Valérie Bernis\*\***  
Executive Vice President  
at GDF Suez (French)

\* Michel Paris resigned from his office as Director and Member of the Audit Committee of the Company with effect as of the end of the Board of Directors Meeting dated March 26, 2015.

\*\* Valérie Bernis was appointed by the Board of Directors during its meeting held on April 15, 2015 to replace Michel Paris, having resigned, for the remaining period of her predecessor's term. Her appointment shall be subject to the ratification of the Combined Annual General Meeting of Atos SE to be held on May 28, 2015.

### **An innovative system for employee participation**

Atos has implemented an innovative scheme of participation of employees through the creation of the European Company Council of Atos SE and the designation, among these Council members, or within Atos' employees, of a Participative Committee made up of four people, which meets with members of the Board of Directors and discusses topics on the agenda of Atos SE's Board meetings. In addition, the Company has voluntarily submitted to the General Meeting held in 2013 the re-appointment of a Director representing employee shareholders. With the implementation of both these schemes, the Company has showed its great interest in employee representation within the Group.

### **Leading by example in terms of governance**

The Company committed in 2008 to implement the recommendations of the AFEP-MEDEF Code of Corporate Governance for listed companies and it has since then regularly reported thereon. In that respect, and as happens every year, Atos' Board of Directors met on December 18, 2014 to perform an annual review of the implementation by the Company of these governance principles. Following this meeting, also attended by members of the Participative Committee, the Board considered that the Company's governance practices are compliant with the recommendations of the AFEP-MEDEF Code.

Moreover, upon the Chairman of the Board's initiative, corporate governance issues are regularly addressed during Board meetings. The Board has indeed consistently expressed its will to take into account, and sometimes anticipate, recommendations on the improvement of corporate governance for listed companies whenever such recommendations are in line with the interests of the Company and of its shareholders. This includes, in particular, the appointment of a Lead Director, the reinforcement of conditions for stock option or performance share plans of which the senior managers of the Company are beneficiaries, the reinforcement of the presence of women on the Board of Directors, or the consultation of the Shareholders' General Meeting on the strategic orientation plan for the next three years.

# Ambition 2016

Ambition 2016 is the Atos roadmap for becoming a Tier One player and the preferred European global brand for IT services. In January 2014, Atos started to implement its new three-year plan focused on delivering profitable growth through disruptive and innovative offerings and strategic partnerships. By the end of the year, we were able to establish clear evidence of our commitment to deliver on the targets of Ambition 2016 and enhance our position in the IT services market.

**Francis Meston,**  
Head of Consulting &  
Systems Integration



**“Consulting & Systems Integration ambition is to be the partner of choice and trusted advisor for the digital transformation of our customers.”**

**Eric Grall,**  
Head of Managed Services



**“In Managed Services, we are creating progress for our customers through what we define as the third Digital Revolution, and introducing a new and complete set of Digital Data Center innovative offerings, based on software-defined technologies.”**

## 6 levers to reach our 2016 Ambition

### Anchor global leadership in Managed Services

Thanks to our scale, business mix and global coverage, Atos is a recognized top tier player in the marketplace for large managed services deals. As our Managed Services business rapidly evolves towards higher value added services, Atos is focused on enhancing the quality and efficiency of our offerings to further increase customer satisfaction.

### Reinforce growth and profitability in Systems Integration

Atos is strengthening its Systems Integration business with an enhanced vertical market dimension and differentiated offerings. Offshoring capability will be increased from 33% to 50% by 2016. We are also optimizing end-to-end processes, and developing new business opportunities globally with offerings in Application Management, SAP and Solutions, as well as key sustainability differentiators.

### Bring to market disruptive and innovative offerings

Around 40% of our revenue comes from innovative offerings that we have developed in recent years, in high growth areas such as Cloud services, Mobility, Big Data & Security (including Cybersecurity & Mission Critical Systems) through Bull technologies. We will continue to invest in innovation to anticipate new trends, working in strategic partnerships with technology leaders to enhance our solutions.

### Enhance number one position in Cloud services in Europe

Canopy is the leading European platform for Cloud services. Our acquisition of Bull in 2014 has reinforced this position and brought advanced technical capabilities. By 2016, our ambition is for Cloud services revenue to represent at least € 700 million.

### Expand foothold in the US and accelerate growth in emerging markets

The acquisition of Xerox ITO business will transform our business in the US market, the largest global IT Services market. It establishes a broader geographic footprint for Atos as we seek to increase our position in Asia Pacific by leveraging existing global clients. We also envisage substantial growth in India, the Middle East and Africa from strong customer demand for Atos' industry expertise and solutions.

### Provide strategic flexibility to Worldline

The successful Initial Public Offering of our payments and transactional services subsidiary in June 2014 has positioned Worldline to play a major role in the consolidation of the European payments market through strategic acquisition in new geographies, accelerating the development of its innovative technologies and payment solutions, and contributing to the digital transformation of its clients.



# Transformation programs

## Wellbeing@work for developing a world class workplace

Wellbeing@work is a hugely successful and continuously evolving people development program which sets ambitious standards for the Group's workplaces and establishes engaging approaches for our Business Technologists to collaborate with one another. These initiatives attract top talents, recognize and reward employees and support a better work/life balance for our people, making the company more efficient. In 2014, through its collaborative communities on blueKiwi resulting in a strong internal email reduction, the Zero email™ program contributed to more efficient team work and unlocked business benefits to accelerate our digital transformation.

Our social collaboration initiatives lead to faster response times to bids and improved customer satisfaction. In addition a new internship strategy was launched to build relationships with leading universities. Our ambition to improve the results in the yearly Great Place to Work survey for the fourth year in a row demonstrates the company's engagement in this area.

## Tier One Program: efficiency for customer satisfaction

To ensure that the Group's operational performance will meet the Ambition 2016 objectives, Atos is continuously deploying its established and effective Tier One Program (TOP) for operational excellence, placing particular focus in 2014 on customer satisfaction, business mix improvement and productivity to create more value from its activities. Following the acquisition and integration of Bull, all program tracks have started to roll out their core improvement projects. In addition, a new initiative has been introduced to cover the newly created Big Data & Security service line leveraging best practices from Managed Services and Systems Integration and also capturing specificities such as strong R&D capabilities. Looking forward to 2015, people management will be a high priority for TOP, with a strong focus on internal certifications to ensure quality and on global workforce management to favor internal promotion and mobility worldwide.

## The End-to-End program for highly efficient processes

The End-to-End program forms the catalyst for continuous improvement at Atos. The program places customer service at the heart of Atos' drive to improve its processes. During 2014 targeted initiatives were rolled out such as the Zero Incident Program and end-to-end process management in Managed Services, a global delivery initiative (META) in Systems Integration to strengthen Atos' global approach of workforce management and TEAM, a transformation program at Worldline to improve levels of efficiency, and further consolidation of suppliers. In 2015, the focus will progressively shift from roll-out to consolidating and ensuring sustainability of the good results in 2014.

## eXpand to better meet our customers needs

The eXpand program improves the company's sales performance by developing strategic offerings and partnerships and innovative sales approaches. It identifies opportunities for new products and services, and brings support to our sales teams. In 2014, we piloted a new tool to help us prioritize bids and we organized workshops to improve our bid successes. We also enhanced the management of our portfolio of offerings, developing strong industry-specific proposals for clients in key industries and geographies. At the same time, we strengthened those parts of our portfolio which are important to clients in all sectors of the economy.

**Charles Dehelly,**  
Senior Executive Vice President,  
Global Operations and TOP  
Program



“Employee satisfaction, optimized operational performance and a dynamic sales strategy must be our priorities in our journey to becoming the European IT champion with a global reach.”

**Ursula Morgenstern,**  
Head of Cloud & Enterprise  
Software (integrating Canopy,  
Yunano, blueKiwi)



“Cloud has changed IT forever, impacting our professional and social lives, the way we collaborate at work and how business will operate.”

# Key figures & highlights

## 2014: accelerated transformation towards 2016 Ambition

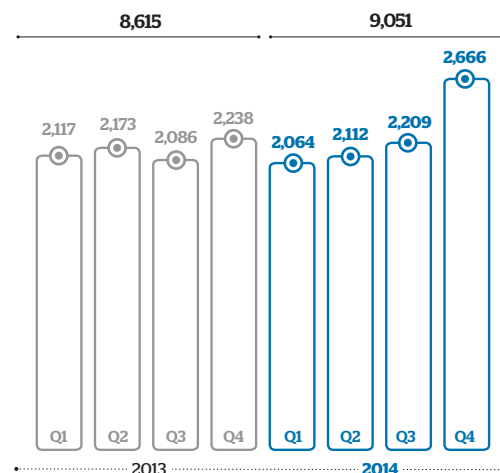
During this first year of the three-year strategic plan, while Atos met its operational and financial targets, the Group also accelerated its transformation, through the completion of the Worldline IPO, the integration of Bull operations and technologies and the project to acquire Xerox ITO to increase significantly its footprint in North America. With a reinforced position as a global leader in digital services, the Group revenue is now circa €10 billion on a pro forma basis, with 86,000 employees in 66 countries in the world.

**Elie Girard,**  
Chief Financial Officer



“After a year of accelerated transformation, Atos has the corporate organization and solid financial structure in place to achieve its Ambition 2016. One of our top priorities for 2015 is to enhance our revenue from our clients. The key to this will be to invest in innovation, partnerships with leading players and the development of the state-of-the-art technologies our customers require. We will also consolidate and develop the Atos platform in the US. Another focus will be the strategic development of Worldline, after its successful IPO. Our strong financial structure will support our further growth and development as we move towards Ambition 2016. »

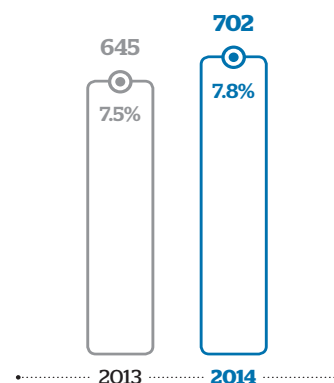
### Revenue (in € million)



**In 2014, the Group revenue was €9,051 million, up +5.1% year-on-year.**

This performance derived from the acquisition during the year of Bull and materialized in the newly created service line Big Data & Security with +14.0% revenue organic growth.

### Operating margin (in € million and percentage of revenue)



### Commercial activity (in € billion)

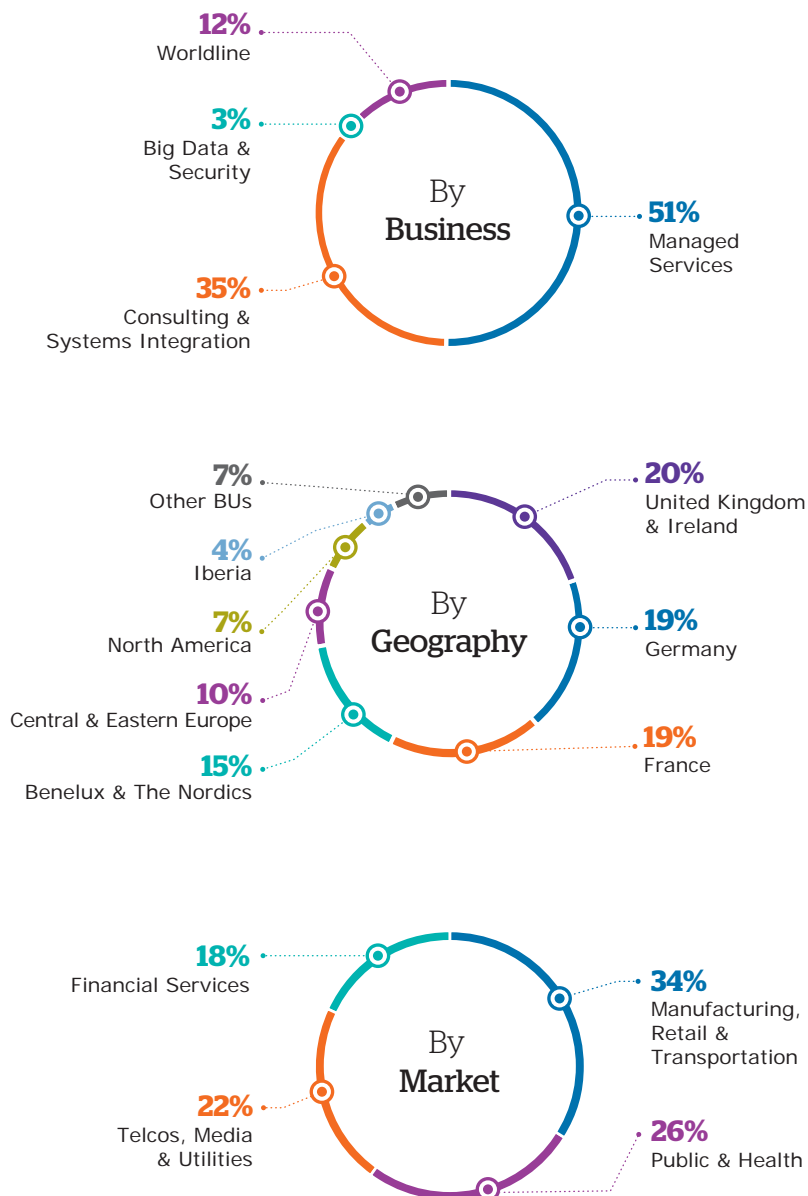
#### Order entry

2013 ▶ 8.8

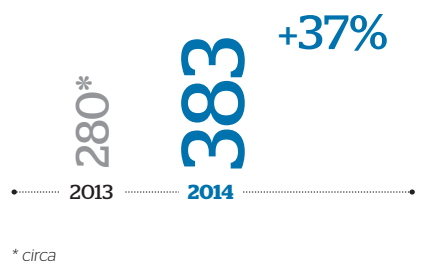
2014 ▶ 9.1



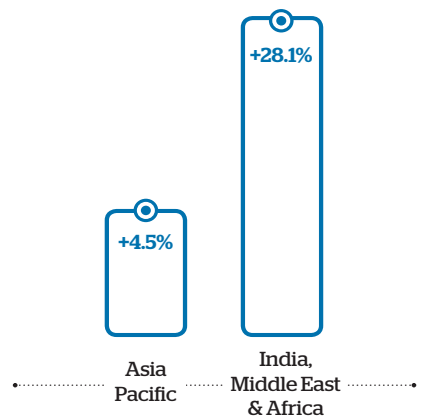
## Breakdown of revenue in 2014 (in percentage)



## Cloud revenue (revenue in € million)

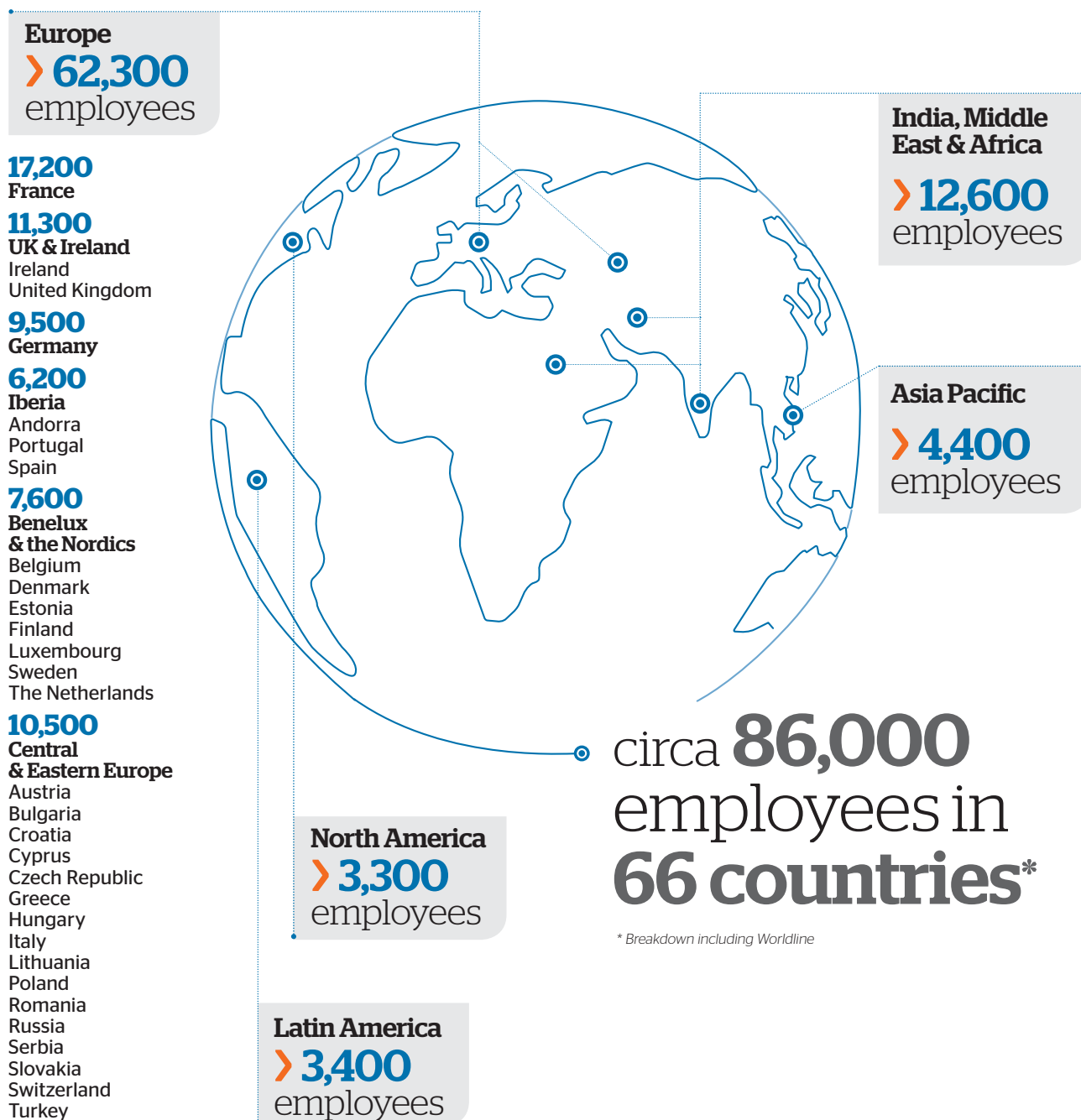


## Rapidly growing economies (percentage of 2014 revenue organic growth)



# International presence

Employee breakdown by region as at December 31, 2014



**Philippe Mareine,**  
Head of Human Resources



“We work together to deliver the top-quality, tailored solutions our clients expect, all around the world. Solutions that can only come from teams bringing fresh ideas, different perspectives and individual flair. Our clients know they can count on us not only to be agile and inventive, but also to work continually to create a deeper understanding of their business.”

## The go-to company in every continent

### > Europe

**The acquisition by Atos of Bull in 2014 represented a major step for Atos to anchor its European leadership in Cloud, Big Data and Security solutions.**

Atos is now the largest provider of Cloud services in Europe and will be able to enhance its offerings and footprint in many European countries.

### > India, Middle East & Africa

**Atos provides its full portfolio of offerings and services to clients in this region to deliver business outcomes globally.**

In the Middle East, the Group's in-depth market expertise is recognized in particular with Public Sector, Energy, Utilities and Financial Services clients. In India, further growth in both the global and local business will be derived from focus in 2015 on customer experience and quality along with industry-specific and technology expertise. Atos will place strong priority on developing our activities in Africa, especially in Senegal where we have opened a Systems Integration Global Delivery Center.

### > Asia Pacific

**Atos is a key strategic IT partner for customers across Asia Pacific.**

The company brings together its excellence in foundational IT services and solutions and its value-adding business process innovations for customers to help them transform their businesses. Asia is another priority region for Atos. Indeed, Atos commits to enhance its presence in the region, notably in China.

### > North America

**The US market is an early adopter of high growth innovative technologies.**

Increasing our position in the US through the acquisition of Xerox ITO business and the worldwide strategic collaboration agreement with Xerox responds to a strong demand from our global customers.

### > Latin America

**Atos will deliver the core planning systems for the Rio 2016 Olympic Games using Cloud Computing.**

This will be the first time a Cloud solution will be used for a Summer Olympics and forms part of Atos' plans, as Worldwide IT Partner to the International Olympic Committee, to transform how we deliver future Games.

# Talented technologists

At Atos everyone can become a Talent during his or her career. Atos Talents are selected through a well structured process from top management, through line management to employees and HR.

Our Talent management programs are designed to identify and nurture entrepreneurial individuals capable of taking on demanding roles, helping drive the change we need, and unleashing their true potential. Talents at Atos are high performers who make things happen. They can be experts or managers, both are critical to delivering success for our customers and Atos' future.

**Marc Meyer,**  
Head of Executive &  
Talent Management,  
Communications



“People are amazing. There is just no limit to their potential. In Atos, while delivering outstanding performance, Talents can learn, grow and develop themselves. »

## 3 objectives to inspire our Talents

### 1. Attract

Guided by the principles of our Wellbeing@work program, we are transforming the working environment for all our current and future employees. We also support the future generation of IT professionals amongst best-in-class universities worldwide in taking their innovation solutions forward by participating in our yearly IT Challenge contest.

### 2. Develop

Talents at Atos are offered numerous ways to develop their skills and career - from training through Atos University and eLearning courses to dedicated Talent Development programs with leading business schools. We have two flagship Gold programs: one specifically designed for Talents with an expert profile and the other for our talented managers. Besides training, Talents also get the opportunity to participate in group strategic transformation programs.

### 3. Retain

We reward our people for their successes in helping our clients, for sharing their knowledge and helping colleagues and for their commitment to our values. We encourage and support international mobility for Talents who are looking for a next step in their career in another country.

▼  
**10,000**  
e-learning modules  
available to Atos  
Business Technologists

▼  
**12,290**  
employees recruited  
by Atos in 2014

▼  
**2,000**  
interns to join Atos  
during 2014-15

## Gold for Experts

*Equipping Atos Talents to **define and implement innovative end-to-end solutions** for customers*



**Roxana Chis,**  
Global Solution Manager,  
Canopy

**“As Global Solution Manager for Canopy, I had the great pleasure to participate in the Gold for Experts 2014 program, an excellent Atos initiative.**

The program is organized in collaboration with the Institute for Manufacturing of Cambridge University and the Department for Computer Science of Paderborn University in Germany. Having followed three week-long modules, I feel I have absorbed really useful information about current and future hot topics which I can apply to support our customers' needs. 🐳

## Gold for Managers

*Award-winning program to develop the **future leaders of the company** and create ambassadors for the company's values*



**Matthias Junck,**  
Senior Program Manager

**“The Atos Gold Program is an international talent development initiative run in cooperation with HEC Paris to enable Atos to develop its future executives.**

Gold for Managers not only enriched my knowledge and entrepreneurship but it also supported me to further expand my internal network of colleagues based in more than 15 countries. The project that our team delivered will be carried on by Atos – a real Win-Win and positive experience. 🐳

## Juniors Group

*Boosting the learning experience for **junior Atos Talents***



**Elisa Dondos,**  
Service Governance  
and Assurance Lead,  
BBC Account

**“The Juniors Group combines personal development and networking sessions with innovative cross-functional projects.**

My project was to improve the reporting landscape. It enabled me to work closely with an international group, hone my existing language abilities and develop my negotiation skills. I was privileged to be appointed as Speaker for the group ahead of our last meeting in Paris. 🐳

## IT Challenge

*An annual **competition for students** all around the world*



**Thomas Folliot,**  
Engineering student at  
ENSEIRB-MATMECA, France,  
Major Events Intern, Atos

**“Winning the Atos IT Challenge in 2014 was really gratifying.**

We won thanks to the project of an app to enhance the Rio 2016 Olympic and Paralympic Games experience. Thus we had the amazing opportunity to carry on developing our app during an internship with the Atos Major Events team in Barcelona. 🐳

# 2014: a standout year for customer innovation

In 2014, Atos made a strong start to its three-year growth plan with a successful carve-out of Worldline, the acquisition of Bull and the agreement on the acquisition of Xerox ITO operations, as well as important business developments in a variety of industry sectors.



## January

### Greater flexibility and scalability for LCH.Clearnet

**Atos' expertise in IT Services for the financial markets led to a five-year extension of its contract with clearing house LCH.Clearnet.** Atos will now supply systems integration and managed services for the clearing platform for stocks, obligations and derivatives products that Atos has developed and implemented for LCH.Clearnet. Atos will also provide hosting of the applications in its own data centers, as well as application and production management.

## February

### Premier Partner for Toronto 2015

**Atos joins the Toronto 2015 Pan Am/Parapan Am Games as a Premier Partner. The company will provide Games systems integration services,** as well as timing, scoring and results solutions and services for the Games at more than 30 competition venues in 15 different municipalities. Atos will provide the split-second technology that determines the winners.

### IT services partnership with energy companies in Russia

**Atos signs a Memorandum of Understanding for a long-term strategic partnership in IT services** with Gazprom Neft, one of Russia's main oil producers, and SIBUR, Russia's leading petrochemical Group. As part of the strategic partnership Atos will invest in the development of ITSK, an IT services joint venture of Gazprom Neft and SIBUR.







## March

### Huntsman awards Atos a five-year global IT contract

**Atos wins a new five-year global data center transformation contract with Huntsman Corporation, a global manufacturer and marketer of differentiated chemicals.** The agreement extends Atos' longstanding relationship to provide SAP services for Huntsman. Atos will now assume services and support of several Huntsman global data centers to improve their efficiency. Atos will also manage a global transformation project to consolidate services and operations into two US sites.

### Worldline's new cash register solution for Belgian caterers

**Worldline presents the "Resto Box" to help the catering industry in Belgium comply with the requirement for a "fiscal box" in their cash registers** by integrating this feature into an all-in-one solution that turns a tablet into an electronic cash register, a management system and a payment system.

## April

### Getting the Netherlands ready for contactless payments

**Contactless payments are set to be the new norm in the Dutch retail sector. Worldline has around 100,000 payment terminals installed in the Netherlands, of which 80% can accept contactless payments.** As the only supplier which can adapt operational payment terminals in the field with a NFC (Near Field Communications) reader without having to replace the terminal, Worldline has a wide range of payment terminals in its portfolio and offers new models with integrated NFC readers.

### Atos at the heart of the Rosetta Space Mission team

**Atos provides the Mission Operations Scheduling Tool (MOST) for the Philae lander, as the Rosetta Space Mission nears its final target, the Churyumov-Gerasimenko comet.** MOST provides a mission-critical data management system and an instantaneous energy management capability to the lander.



May

Store Electronic Systems and Atos present first digital mock-up of the connected store.

**Store Electronic Systems (SES), the global leader in electronic shelf labeling systems, and Atos piloted the first implementation of a 3D digital mockup of a connected hypermarket.**

The live pilot was carried out with a French retailer equipped with the 3D merchandising solution from Dassault Systèmes, PerfectShelf. The intelligent label solution will enable mass retailers to provide new interactive and real time services to consumers ensuring a seamless digital customer experience.

**Bull**  
atos technologies

**Bull, the expert brand for Atos technologies, hardware and software products.**

The Bull brand and offerings are frontrunners in delivering cutting-edge Cybersecurity and developing the future of supercomputing technology. Bull is forging the bridge between High-Performance Computing, Big Data & Security with the Exascale project, which comprises both software and hardware to deliver technology to process more than one billion billion operations per second.

**Atos launches a public bid to acquire Bull and create a European global leader in Cloud, Big Data & Security, benefitting the clients, employees and shareholders of Atos and Bull.**

| Bull revenue € 1,262 M (2013) | Bull presence 50 countries worldwide  
| Value of deal € 620 M | Premium to share price 30% |



“The combination with Atos will give birth to a new industry leader. The new entity will become #1 in Cloud private services in Europe and one of the key players in Big Data & Security.”

**Philippe Vannier**, Head of Big Data & Security,  
Group Chief Technology Officer

As part of Atos' 2016 Ambition, the acquisition of Bull enhances Atos' #1 position in Cloud services in Europe and anchors its global leadership in Managed Services and Systems Integration.

With operations across more than 50 countries, Bull is a highly successful player in Cloud, Cybersecurity, Big Data, and the European global leader in High-Performance Computing.

The acquisition positions Atos as the leading European player in Cloud operations and a significant Security solutions provider. Bull brings vital and complementary capabilities in Big Data which combined with Atos solutions will create a unique offering in this high growth segment.

The transaction enhances Atos' offerings in mission-critical solutions for Manufacturing, Healthcare, and Public Sector including Defense, and will reinforce the Group's impact, mainly in France and also in geographies such as Africa, Brazil, Iberia and Poland.

The deal received unanimous support from both Atos and Bull's Board of Directors.





**The Initial Public Offering of Atos subsidiary Worldline on the Euronext Paris market is well received by French and international investors, raising a total of approximately € 639 million.**

| Worldline revenue €1.15 BN (2014) | IPO raised € 639 M |  
| Atos stake 70.4% at the day of the IPO |



“Worldline is now ideally positioned and equipped to act as a leader in the fast-growing and constantly evolving European payment market landscape while developing its global reach in Asia, India and Latin America.”

**Gilles Grapinet**, Senior Executive Vice President, Global Functions and Worldline Chief Executive Officer

The global offering of Worldline, an Atos subsidiary, raised a total of approximately € 639 million, consisting of a capital increase of approximately € 255 million and € 384 million of shares sold by Atos SE after exercise of 75% of the over-allotment option.



A key player in the B2B2C sector, Worldline is ideally positioned to support and contribute to the success of businesses and public sector entities 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. Its activities are organized around three axes: Merchant Services & Terminals, Mobility & e-Transactional Services, Financial Processing Services & Software Licensing.

## Atos acquires Cambridge Technology Partners in Switzerland

**Atos buys Cambridge Technology Partners, a top IT consulting firm in the Swiss market.**

With 300 employees, the acquisition will accelerate the growth of Atos and bring digital marketing expertise in the Consumer Goods, Luxury, Pharma and Financial Market sectors. Cambridge has been serving the Swiss IT market since the early 1990s. It has developed a strong reputation in the areas of digital marketing, identity & access management and digital work place, in addition to traditional business and technology consulting.

## Rail network management in France

**Atos signs a twelve-year contract with Réseau Ferré de France (RFF),**

which owns and manages the French railway network, to develop and implement MISTRAL NG, the new Centralized Network Control tool. This program, which will run until 2030, will improve train regularity, safety and responsiveness across the 8,700 miles of main rail network while also reducing operating costs.

**worldline**  
e-payment services

**Worldline is a leader in Europe in the field of electronic payments, serving a very large number of banks and retailers across the whole payment value chain.**

It delivers next-generation e-payment services, enabling its customers to offer smooth and innovative solutions to the end consumer. Worldline employs more than 7,300 people worldwide and generated €1.15 billion revenues in 2014. Worldline is an Atos company.



#### **Canopy, the Atos Cloud, is an end-to-end provider of Cloud Services.**

Canopy combines the experience of the largest European IT Services provider with two of the biggest players in Cloud technology. Canopy is Europe's leading Private Cloud provider. In February 2015, Atos decided to re-integrate the Canopy subsidiary and make it part of the Atos corporate structure. EMC<sup>2</sup> and VMware intend to continue their strategic long-term investment, now as shareholders of Atos.

#### **July**

##### **EthosEnergy chooses Atos for IT managed services**

**EthosEnergy, a joint venture between Wood Group's Gas Turbine Services business and the Siemens Energy TurboCare business unit, chose Atos** to transition its IT infrastructure environments into a consolidated managed services landscape for the next five years. Atos will provide Cloud services through Canopy, the Atos Cloud.

##### **The IOC reinforces its trust in Atos to transition IT services for the Olympic Games to the Cloud**

**Atos sets out its IT roadmap for the Rio 2016 Olympic Games and beyond.** Following the new contract signed in 2013 between Atos and the IOC, the two organizations are working together to transition all IT services for the Olympic Games by 2018 to Canopy, the Atos Cloud, in time for the PyeongChang 2018 Olympic Winter Games. This builds on the experience of the Sochi 2014 Olympic Winter Games, where the results were delivered to the Games website over the Cloud.

#### **August**

##### **Atos IT systems support the Glasgow 2014 Commonwealth Games**

**In Glasgow, Atos successfully delivers the most connected Commonwealth Games ever.** Applying its Games Management Systems and Games Information Systems athletes, officials, spectators, volunteers and media from all over the world were able to access and receive results in real-time. With a dedicated team of 60 Business Technologists working behind the scenes in Glasgow, supported by a team in the Atos Major Events headquarters in Barcelona and Madrid, Atos ensures an unprecedented level of technical support to the Glasgow 2014 Organizing Committee.

#### **September**

##### **Atos and NGDATA launch omni-channel solution for banks**

**To enrich banks' customer intelligence and help them improve their competitive edge,** Atos teams up with NGDATA to launch a Big Data omni-channel management solution for banks worldwide. As the offering is built on Canopy's Data Platform and underpinned by Big Data machine learning capacities, banks can target their customers more effectively, enhance customer loyalty and strengthen their output. As mobile devices and behavior evolve, Atos and NGDATA will help banks refocus on delivering a user-centered online experience.

#### **October**

##### **Atos Worldgrid unveils new Cloud solution for industrial supervision**

**Atos Worldgrid, global leader in smart energy management, launches Cloud Industrial Supervision,** the first Plug and Play solution which simply requires ground devices to be connected to the electric and communication network. It is particularly suited to managing industrial processes which are physically spread out - for example, wind farms, oil fields, and water resource management - for which the maintenance and upgrade costs are considered an important factor.

#### **November**

##### **Atos signs major smart metering contract in Austria**

**Salzburg AG, one of the main energy and infrastructure service providers in Austria,** selects Atos as its principal partner to manage the complex transition of 470,000 electricity meters to smart meters and monitor the infrastructure needed. The smart meters will be installed by the end of 2019 and will serve 100% of consumers in Salzburg.

**Atos announces its intention to acquire Xerox Information Technology Outsourcing business, enhancing its leadership profile in digital services and nearly tripling its size in the US which will represent its largest operating geography.**

**Xerox Information Technology Outsourcing**

| Cash consideration € 840 M | Employees 9,800 | Countries 45 |



“Increasing our position in the US is a major step in the completion of our three-year strategic plan and responds to strong demand from our global customers.”

**Michel-Alain Proch**, Senior Executive Vice President, United States, IT, Security

Atos plans to enter a worldwide strategic collaboration in IT services and business process outsourcing with Xerox, a global business services, technology, and document management company. In addition, Atos aims to acquire Xerox Information Technology Outsourcing (ITO) business for a total cash consideration of around € 840 million.

With estimated 2014 revenue of US\$ 1.5 billion and an operating margin rate of 8%, the Xerox ITO business employs approximately 9,800 employees in 45 countries. Atos would add Xerox's existing ITO clients, comprising blue chip companies in the US, to its customer base in order to accompany them on their digital transformation journey. The Xerox ITO leadership team will also join Atos. Xerox's existing ITO clients will gain access to Atos' global IT Services capabilities and a broad range of cutting-edge services.

As part of the proposal, Atos would provide IT services to Xerox and become one of its primary IT services suppliers. Atos and Xerox would also team up on joint innovation projects and would jointly go to market to maximize business opportunities.



**Atos supports Linedata with its virtualization trajectory and the implementation of its Private Cloud**

**Working closely with Canopy, its Cloud subsidiary, Atos signed a new five-year contract with Linedata**, a global solutions provider dedicated to investment management and the credit community. Linedata will continue working with Atos, by entrusting it with its transformation plans and the virtualization of its new SaaS (Software as a Service) package based on the Linedata Chorus solution, an integrated, modular and international software package which meets the requirements of the asset management industry as a whole.

“Our objective at Atos is to empower our clients on their digital journey by applying our in-depth market knowledge and extensive portfolio of services. We have identified four key challenges that our customers face, whatever their industry sector and whatever their geography: Business Reinvention, Customer Experience, Operational Excellence, Trust & Compliance. Atos has the resources, the scale and the expertise to help our customers meet all the challenges of their transformation.”



**Patrick Adiba,**  
Chief Commercial Officer and  
CEO Olympics & Major Events

# Business Reinvention

Develop existing business models to take advantage of new, agile digital networks p. 28

# Customer Experience

Enhance consumer experience and client engagement p. 32

# Operational Excellence

Assure the excellence, efficiency, and resilience of businesses and operations p. 36

# Trust & Compliance

Ensure your infrastructure, personnel, and customers are secure and compliant p. 40





# Helping to take the **Olympic Games** to the Cloud

Atos is transforming its delivery of IT solutions for the Olympic Games. For the first time in a Summer Games, at Rio 2016 the core planning systems will be delivered over the Cloud, in collaboration with other (or local) partners. Atos is now working to migrate some critical IT services for the Olympic Games to Canopy, the Atos Cloud, in time for the PyeongChang 2018 Winter Olympic Games.

**Marta Sanfeliu,**  
General Manager Olympics,  
Major Events, Atos



**What are the key priorities of Atos when delivering IT services for the IOC?**

**Marta Sanfeliu:** The Olympic Games cannot be staged without the right technology behind them. As Business Technologists, we want to enable the IOC to take advantage of the latest advances in technology. We want to help the Olympic movement to transform the IT of the Games, improving the experience for athletes, spectators and viewers. That is why we are transitioning to new technologies and services such as Cloud, real-time data analytics and IT security.

**What benefits will the Cloud bring to at the Rio 2016 Olympic Games?**

**Marta Sanfeliu:** The major benefit will be a more efficient use of resources and increased flexibility. The Olympic Games are a perfect fit for Cloud; they are very complex but short and regular (every 2 years) events, and when they are not happening the need for specific infrastructure is minimal. So beyond the Rio 2016 Games Atos will transition most of the critical IT services provided by Atos today into the Cloud for the PyeongChang 2018 Winter Olympic Games. With the Cloud, we can right size the resources at any time and adapt quickly to changeable

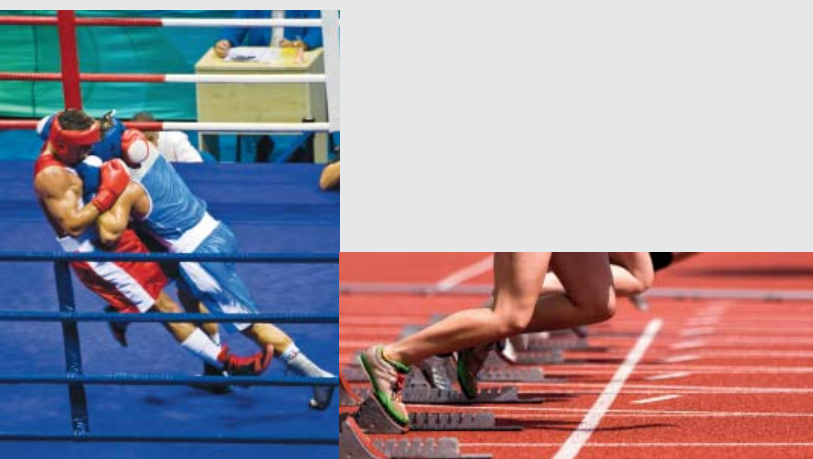
▼  
**The International Olympic Committee (IOC) is the supreme authority of the Olympic Movement. Based in Lausanne, Switzerland, the IOC ensures the regular celebration of the Olympic Games, strongly encourages the promotion of the Olympic values, and supports the promotion of ethics in sport as well as youth education through sport.**

Every new Olympic Games manages:

**200,000** employees

**4,8 billion** worldwide viewers

**24/7** operations



“ The Olympic Games are a perfect fit for Cloud Computing. However, a comprehensive Cloud solution must satisfy the unique, specialized, and demanding operational and security risks associated with the Games. ”

service levels. For new Games to come, we won't need to build data centers from scratch. We will use the same infrastructure multiple times for several Games. The Cloud is a more flexible and agile solution which requires less capital investment. Thanks to the Cloud, we can also enable new services more effectively.

#### **How has Atos used the Cloud in any past Olympic events?**

**Marta Sanfeliu:** Together with the IOC we have decided to transition to the Cloud on a step-by-step approach. At the Sochi 2014 Winter Olympic Games, we delivered live results over the public Cloud for the first time. We experienced

no glitches at all. There were no security issues or problems with performance and accessibility for the 4 million or so devices worldwide that were using the service. Because of our success in Sochi, we are taking another step forward in Rio. In mid-2014, we deployed the Volunteer Portal on the Cloud, in collaboration with other (or local) partners. The next application to migrate to the Cloud will be the accreditation system. In PyeongChang, we will deploy all the critical Games systems on Cloud infrastructure from Canopy, the Atos Cloud company.

#### **What new features will Atos be introducing at Rio 2016?**

**Marta Sanfeliu:** Behind the scenes, at Rio we will be using real-time data analytics for Cybersecurity. As there is more complex and more unique data to analyze, and threats are increasing, we are adapting our ways of processing data and using the latest technologies to assist us.

#### **How does using the Cloud support the commitment to sustainability?**

**Marta Sanfeliu:** Mainly by reducing the need to build and then dismantle temporary data centers for each Games.

[\(next p.30\) ►](#)

## **Enhancing the Olympic experience**

**The need:** The Summer and Winter Olympic Games happen only once every two years, each time in a different location. They generate huge amounts of data and require massive computing infrastructure. Moving to the Cloud will reduce this infrastructure requirement.

**The solution:** Atos has built a new Cloud based on Infrastructure as a Service that will serve for the Games in PyeongChang (2018) and beyond delivering secure services over the Cloud using Canopy, the Atos Cloud, and EMC<sup>2</sup> as delivery partner.

**The benefit:** The Cloud solution will provide more cost efficiency, agility and productivity. It will also help further improve the experience of media, athletes and spectators at each Olympic Games in the future.

## Helping to take the **Olympic Games** to the Cloud

“The IOC and Atos embrace digital transformation and see step changes in how disruptive technologies address emerging challenges and make a major impact.”

- At Sochi, we had less than half the number of servers that we used at Vancouver in 2010. There was a major decrease in the carbon footprint as a result, and we will see the same at Rio. Using the Cloud helps us to increase efficiency and make maximum use of existing resources, which is what sustainability is all about.

### **When will the transition to the Cloud delivery model be complete?**

**Marta Sanfeliu:** In Rio, many systems, including the media and broadcast systems, will still be hosted in data centers. The dramatic change will be at the PyeongChang 2018 Olympic Winter Games, when most of the critical services provided by Atos will be migrated to

Canopy infrastructure. We are already building a central testing facility in Madrid which will make virtual testing a reality for all providers. The IOC has made a major long-term commitment to its partnership with Atos. We are dedicated to investing in innovation and change to transform our delivery of solutions for the Olympic Games. ■



## Managing a massive project

### **IT infrastructure**

The IT infrastructure of the Olympic Games has to link together more than 80 competition and non-competition venues, with hundreds of servers, thousands of laptops and PCs.

Atos is responsible for designing, building and running the IT systems that help recruit up to 70,000 volunteers and processing 200,000 accreditations.

During Rio 2016 we will start using our new Technology Control Center in Barcelona, and will also have key facilities in the city of Rio, including the Integration Lab and the Technology Operations Center.





## Our business impact: we deliver **Business Reinvention**

### What we have delivered for the International Olympic Committee



- ① Turning the Games from a single physical event into a fully connected global experience.
- ② Deploying new disruptive technology to improve cost efficiencies and productivity.
- ③ Ensuring an agile business model by transitioning classical IT operations to Cloud based delivery. All systems will be in the Cloud by 2018.
- ④ Using Canopy, the Atos Cloud, to reduce infrastructure requirements so that the core IT environment is run through Atos' highly virtualized environment in our carbon-neutral data centers.
- ⑤ Introducing collaborative and social technologies.
- ⑥ Applying real-time data analytics to ensure high performance IT security solutions.
- ⑦ Increasing the overall experience of media, athletes and spectators at each Olympic Games in the future.



# Wholesale food comes out of the store

Worldline's innovative Connected Kitchen service enables customers to upload their shopping lists to supermarket websites using a fridge magnet, WiFi and a barcode scanner. Wholesale giant Metro Cash & Carry is now testing the service in France to see how Connected Kitchen can help it understand its customers better and be present in the right place at the right time.

**Pascal Peltier,**  
Director of Marketing and  
Communications, Metro  
Cash & Carry France



## How do you engage with your customers?

**Pascal Peltier:** Metro Cash & Carry takes its inspiration from the entrepreneurial spirit and the limitless energy of the independent business people it serves. From the very beginning, the stores of Metro Cash & Carry have focused on creating a tight bond between local staff and their 21 million customers in 27 countries around the world.

At Metro Cash & Carry France, we serve over 400,000 customers in the food service, restaurant, gastronomy and catering sectors. We are a B2B organization, dedicated to providing services and supplies to independent bakeries, pastry shops, grocers, butchers, and restaurants, for example. Our mission is to provide

them with the best food products in the market and with a full service offering. Our customers are small entrepreneurs and they often do not have the resources and capacities to take their businesses to the next level. We see our role at Metro as providing them with the complete solutions they need so that they can grow their businesses.

## What is Metro's strategy for using digital technologies to develop new business models and new distribution channels?

**Pascal Peltier:** We want to be the preferred supplier for independent food businesses. Multi-channel is already a reality for Metro. While the cash and carry stores are still the heart of our business, we are adding new distribution channels and e-commerce

**Metro is the world's fifth largest retailer, with annual sales of over € 60 billion. Of its four business lines, the largest is Metro Cash & Carry, with global sales of more than € 30 billion to independent professionals.**

**21 million customers**  
in **27 countries** around the world



## and into the kitchen

“Using digital, we can extend our relationship beyond the store and strengthen our links to customers.”

capabilities to create value for our clients. We see digital as a means of improving our communications and our transactions with our clients and our suppliers. Digital is also improving the way we at Metro work internally.

It is critical for us to understand our clients and to have close relationships with them. Using digital, we can extend our relationship beyond the store and strengthen our links to customers. While physical contact can never be replaced, digital can give it a higher quality. Everything we do in digital is based on our vision of the customer journey. We want to identify those points of contact with Metro where we can support our clients. As multi-specialists, our aim is to know how we can best help our clients over the course of our

day, whether they are bakers, butchers, restaurateurs or others.

### How does the Connected Kitchen project fit into this vision?

**Pascal Peltier:** As we look to engage more with our clients at all stages of the customer journey, we believe that it is important for us to have a digital presence in our customers' kitchens, particularly when they are preparing their shopping lists for their businesses. The Connected Kitchen service we have developed with Worldline has the potential to add significant value to our customers. Connected Kitchen means that Metro can provide real help to our customers when they are working out what they need to buy. It reinforces our links to our customers in what is a very important business process for them. We

can use our knowledge of their previous purchases and our presence in the kitchen to make very valuable suggestions to our customers.

Our aim is move from one-to-many communications to one-to-one. Connected Kitchen can help us achieve that. Thanks to data mining technologies, we can record the different buying behaviors of our individual clients. With Connected Kitchen, we will be able to send them targeted product offers and promotions that meet their individual needs, while they are choosing what supplies to buy. It means they won't forget any essentials, and they can be more efficient when they come to the store to pick up their goods. We are also developing a geo-positioning service that will enable us to [\(next p. 34\) ►](#)

### Worldline's Connected Kitchen

**The need:** In today's ultra-competitive marketplace, it is more important than ever before to understand a customer's needs and to provide them with a high value service that keeps them loyal.

**The solution:** Using a WiFi connected fridge magnet and barcode scanner, Worldline's Connected Kitchen service puts food retailers and wholesalers inside their customers' homes. It enables clients to add products to their shopping list in real time.

**The benefit:** Connected Kitchen is simple, fast and effective. As well as saving time and adding value for consumers and small food businesses, it helps distributors grow their sales and increase the loyalty of their customers.

## Wholesale food comes out of the store and into the kitchen

“Metro and Worldline share the same values and the same strategy of putting innovation to work in the service of our clients.”

- send targeted offers to Connected Kitchen clients when they are in a Metro Cash & Carry store.

### What is the outlook for Connected Kitchen?

**Pascal Peltier:** We are currently in the testing phase. We want to find out exactly what our clients need in their workplace. It is essential that it adds value to our clients' businesses; Connected Kitchen is not just another consumer gadget. Although we are very confident about the project, it is our customers who will decide. We are now testing Connected Kitchen in a store near Lyon, with 30 clients from various parts of the food service industry.

### How do Metro and Worldline work together to deliver this innovation to your customers?

**Pascal Peltier:** It has been very straightforward to work with Worldline. There has been a good match between the two teams. We share the same values and the same strategy of putting innovation to work in the service of our clients. Communications between the Worldline team and the Metro team are great; Worldline really understands the specific B2B needs of our business and has adapted Connected Kitchen to those needs. It helps that the Worldline team has been so responsive throughout the course of our partnership. ■



## Creating closer customer links for Metro

**Integrated:** Connected Kitchen is fully integrated into Metro Cash & Carry's strategy for digital transformation. The service is a natural fit for Metro's multi-channel business model.

**Collaboration:** Worldline has adapted the B2C version of Connected Kitchen to meet Metro's specific B2B requirements. Worldline and Metro have established a transparent partnership to manage the testing process.

**Customer focus:** Worldline and Metro are focused on adding real value to the end users of Connected Kitchen. They have invested in extensive tests and trials and have agreed a series of quantitative KPIs to assess the proof of concept.





## Our business impact: we deliver Customer Experience

### What we have delivered for Metro

- ① Engaging customers in an innovative way.
- ② Using digital technologies to facilitate one-to-one relationships between Metro and each of its customers. Metro can deliver greater value through a better understanding and knowledge of its customers' needs.
- ③ Creating efficiencies for customers, who can upload their shopping lists in advance of their visit, and remind them about essential products they may have forgotten.
- ④ Increasing the loyalty of Metro's customers through data mining technologies which record the buying behaviors of Metro's individual clients so that Metro can develop targeted product offers.
- ⑤ Increasing sales growth through the development of next-generation technology, such as a geo-positioning service, to send targeted offers to clients when they are in store.





# DSM Sinochem Pharmaceuticals and Atos: a shared vision

Through its provision of IT services and infrastructure for DSM Sinochem Pharmaceuticals (DSP), Atos is helping DSP reach a new level of operational excellence in an increasingly competitive market, cutting costs and enhancing DSP's overall performance.

**Robert Jan van der Horst**,  
Chief Information  
Officer, DSM  
Sinochem  
Pharmaceuticals



## Why is operational excellence so critical for DSM Sinochem Pharmaceuticals?

**Robert Jan van der Horst:** DSM Sinochem Pharmaceuticals is a high performance organization. We have an established sustainable antibiotics program – based on the highest standards of sustainability, quality and reliability – to address the serious global health threat of an increase in antimicrobial resistance. At the same time we are experiencing strong competition from low cost manufacturers based in China and in India, who are less concerned with social and environmental sustainability. In order to compete effectively, operational excellence is an absolute priority for us. We need to be an agile organization with the

very best systems and processes in place. DSP applied a greenfield approach and deployed a solution using Atos building blocks.

## What were your requirements for your IT services and infrastructure?

**Robert Jan van der Horst:** As a newly created company with operations worldwide, we decided to completely restructure our IT and it was important for us to have just one company that could support us comprehensively in meeting our objectives. The Atos Business Technologists demonstrated how they would work with us to establish a single IT system across all our operations worldwide. Atos has other clients in the pharma sector and understood our

**DSM Sinochem Pharmaceuticals (DSP) is the inventor of industrial enzymatically produced green beta-lactam antibiotics and next-generation statins. Around 2,000 employees worldwide work together to deliver cutting-edge generic solutions that help to keep customers ahead of the competition.**

**Headquartered in Singapore, the group has operations in China, India, Egypt, the Netherlands, Spain, the US and Mexico and remains the only FDA-approved penicillin producer in the Western World.**



**140**

year's combined experience

**Sinochem** (China)

and **DSM** (The Netherlands)



“We meet at least every month with Atos to discuss strategy and debate the way forward.”

needs. It was clear during the tender process that Atos was focused on developing a long-term partnership with us, with a fair return for their services.

#### How is the contract working out?

**Robert Jan van der Horst:** We've carried out independent benchmarking exercises for our sector and we can be proud of the results. Our ICT costs are now truly optimized. Something we would never have achieved without Atos. As well as enabling significant cost reductions, Atos has also provided the entire company with one single IT services environment. We now have excellent links to our colleagues all over the world, enabling internal collaboration across our units wherever they are. We have

a state-of-the-art network that has never had any outage. It's been fantastic for our people and for the company.

#### How does your business strategy affect your requirements for IT services?

**Robert Jan van der Horst:** DSP's strategy is based on three pillars: maintaining our strength in antibiotics, broadening our portfolio of Active Pharmaceuticals Ingredients, and forward integration into drug products and dossiers in selected markets. The closer we move to the final customer, the higher the compliance requirements we face. Our documentation requirements will grow exponentially. Our entire enterprise content management strategy is therefore to migrate these

processes towards a paperless system into our documentation management systems, bringing in all content-related flows from other areas such as legal, training management, quality management, etc., into our SharePoint system with modules hosted by Atos. The platform we have created with Atos and the application developer Montrium is working well and there is still a lot to come.

#### How did Atos accomplish operational efficiency using SAP?

**Robert Jan van der Horst:** Good systems are a pre-condition for good processes. Atos has helped us to improve our processes using SAP and we are still working on that. Following advice from [\(next p.38\) ►](#)

## IT partnership approach

**The need:** When the DSP joint venture was established in 2011 between the Dutch company DSM and China's Sinochem, it looked for a long-term partner, a single service provider who could help implement a strong and simple IT governance structure and combine global consistency with local responsiveness.

**The solution:** DSP has entrusted Atos with three key areas of IT responsibility: the IT infrastructure, the SAP environment and the non-SAP environment. These have become the operational and communications foundation of the new company.

**The benefit:** Working together, Atos and DSP have enabled global delivery of the new IT services environment on time and within budget, with high levels of satisfaction from end users and a commitment to continuous review and improvement.

## DSM Sinochem Pharmaceuticals and Atos: a shared vision

“Thanks to Atos, we now have an excellent network in place that is hosted in the Netherlands and performs very well in countries as far away as China and Mexico.”

► Atos, we concluded we should use standard enterprise-wide SAP as much as possible. We are rigorous in our implementation and, for example, our people cannot install applications which don't conform to the global set-up. All new applications are pen-tested positively prior to acceptance and deployment for security reasons.

### What role can the Cloud play in your current and future strategy?

**Robert Jan van der Horst:** We are already partly in the Cloud as we have implemented the Office 365 Cloud solution and SharePoint. For DSP, the timing of our migration of other processes to the Cloud will be driven by the business case. As we are a pharmaceutical company, the regulatory requirements are stringent, and we need to be in charge of

a validated and secure system that we can be fully transparent about. Provided this is established and there are cost savings, I think the Cloud could be the future for us.

### What do you value the most in the relationship with Atos?

**Robert Jan van der Horst:** The key to the success has been partnership. Atos is more than just another IT vendor. I really consider our relationship as a partnership – almost like a marriage! As in every marriage, there is sometimes debate and disagreement, but in our close relationship we have the ability to always settle that. Like a good partner, Atos challenges us and helps us improve. We have both invested in making this partnership work, and the results have been very satisfying to date. ■



## Establishing a unique IT platform worldwide

### IT infrastructure

DSP needed to establish a single global model for all business units. This would deliver all standard workplace, hosting and communications functions and all generic workplace productivity tools.

### SAP

The company wanted standard enterprise-wide implementation for all instances of SAP, covering the core business processes running across the company.

### Non-SAP environment

In addition to SAP, the company actively uses Microsoft SharePoint and Microsoft Office 365, taking advantage of the Atos Adaptive Workplace.





## Our business impact: we deliver **Operational Excellence**

### What we have delivered for DSM Sinochem Pharmaceuticals

- ① Providing end-to-end service, set up and delivery of a new single global IT infrastructure.
- ② Deploying the IT system worldwide across 4 regional business units, as well as production and sales facilities all around the world.
- ③ Improving DSM Sinochem Pharmaceuticals' processes through the implementation of SAP to cover the core business processes running across the company.
- ④ Establishing a Cloud-based, non-SAP environment through Atos Adaptive Workplace.
- ⑤ Ensuring enterprise-wide security and data management.
- ⑥ Providing consistent global support to assure the excellence and efficiency of DSM Sinochem Pharmaceuticals' businesses and operations.





# Technological advantage for the French Army

Assuring operational command information supremacy for the French Army is the objective of the partnership between Atos, via the technologies of its newly acquired company, Bull, and the French Defense Procurement Agency (DGA). As part of the program to modernize the operational information systems of the Army, Atos is delivering the Scorpion Combat Information System (SICS).

## SICS and the Army's modernization program

The Scorpion Combat Information System is right at the very heart of the program. It will replace 5 systems and so will equip most land-based units with a unified information system. It aims to provide land operations command with a coherent vision that gives the most precise view possible of the battlefield. It includes in particular improvements relating to following the positions of friendly battle units (Blue Force Tracking), enhanced performance for artillery fire and air support (Digitally Aided Close Support) and for medical evacuations.

## An open and evolving architecture

The SICS system represents a break from the systems currently in service: its design is based on an open and evolving architecture. The software is built step by step, in the framework of an ongoing dialogue with future users. It is also based on improved means of communication that are better adapted to the higher performance requirements of the Army and in current theaters of operation in certain Saharan countries in Africa, for example. Ergonomic requirements are central to the design, the objective being to end up with a system that is easy to implement in all types of deployment. In this way, the mission preparation time and training time will be greatly reduced.

Part of the French Ministry of Defense, the Direction Générale de l'Armement (DGA) is tasked with preparing French defense systems of the future, weapons exports and equipping the armed forces. It is therefore responsible for purchasing and developing weapon systems for the French armed forces. The DGA ensures that the French armed forces have access to the latest technologies they need to excel on the battlefield.

Equipment spend:  
**€ 11.321 BN (2014)**

R&T investment:  
**€ 774 M (2014)**

Export orders:  
**€ 8.06 BN (2014)**



## Our business impact: we deliver Trust & Compliance

### What we have delivered for the French Defense Procurement Agency (DGA)

- ① Delivering a unified global information system for the DGA to help modernize the critical systems and infrastructure of the French Army.
- ② Inspiring confidence to develop trusted exchanges so that the DGA can explain its priorities, including the need to integrate efficiencies into the system design.
- ③ Providing the DGA with a secure IT environment through the open system architecture it has developed and implemented for the DGA.

#### Security and ergonomic requirements

The system architecture is immediately able to address all the threats to which it is exposed, with the objective of being able to handle information at a "NATO RESTRICTED" confidentiality level. The architecture of the system must be able to evolve so that it goes up to the "NATO SECRET" confidentiality level. Yet this system security must not be at the expense of ergonomics: the challenge is to seek the best compromise between security and ease of implementation.

#### From prototype to operational phase: the main stages of the project

Atos has delivered a prototype version to validate the methodologies and technologies that it is proposing. This prototype has been put to a series of tests, which have helped the DGA to confirm certain design choices. The prototype has been introduced regularly to the regiments so that the DGA can benefit from user feedback as early as possible. The next milestone will be the delivery of a second, more functionally complete version. In the middle of 2016 an operational version of SICS will be delivered to the DGA. The objective is that during 2017 it will be deployed to the armed forces.

#### The DGA and Atos: trust and on-going dialogue

The teams working on the modernization program of the operational information systems of the French Army are engaged in permanent dialogue with the Atos team, which has helped to create a strong climate of trust. The Atos team listens to any concerns of the DGA, and vice versa. The willingness by Atos to maintain the maximum levels of transparency is essential, and has both immediate and long-lasting benefits. ■

### Intuitive innovation for the military

**The need:** A global information system for the French Army - from the vehicles of the inter-service tactical battle group to the command post - that brings together troops and weapons systems through the instantaneous transmission and sharing of information.

**The solution:** Drawing on its expertise in critical systems and security technologies, Atos is using an innovative approach that applies methodologies and technologies from the civilian world, making them more resilient to meet military needs.

**The benefit:** The Scorpion Combat Information System (SICS) will offer troops a better system that is simpler, more intuitive, ergonomic and robust. It will bring greater automation and an unprecedented fluidity of exchanges between the different levels of command.



# A digital tower for Siemens' business critical data

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. In July 2014, Atos began migrating Siemens' systems to a new delivery model for managed services, the Atos Resource Island. This pioneering solution provides state-of-the-art protection for Siemens' most valuable data.

**Frederik Janssen,**  
Siemens Global Services  
IT Infrastructure, Head  
of Service Portfolio and  
Lifecycle Management



The Atos Resource Island was jointly developed with Siemens. It fulfills all of Siemens' security requirements for Atos' data centers which store and process Siemens' business critical information.

The Atos-Siemens solution sets new standards for security controls. It combines leading-edge technology with a completely new operational approach to data protection. This unique model does not involve major physical changes to the data center or the IT infrastructure, apart from separating the servers, firewalls and storage used for the SAP systems

for Enterprise Resource Planning (ERP) and Human Resources (HR). Instead, new security controls and perimeter security checks have been designed and implemented, and Atos has set up a special Security Operations Center in Birmingham in the UK to maintain and control the new delivery model for Managed Services.

Atos has also installed state-of-the art privileged access management systems and additionally Data Leak Prevention processes have been implemented across all levels. Responsibilities for operations,

“With the successful implementation of the Atos Resource Island solution for the first set of ERP/HR systems we have achieved a major cornerstone in the protection of our most valuable information assets. This achievement is essentially due to the good collaboration among the Siemens-Atos joint team. »

▼  
**Siemens AG (Berlin and Munich) is a global technology powerhouse that has been recognized for its engineering excellence, innovation, quality, reliability and internationality for over 165 years. The company is active in more than 200 countries, focusing on the areas of electrification, automation and digitalization.**





# Our business impact: we deliver Trust & Compliance

## What we have delivered for Siemens

- ① Creating and delivering a system to secure Siemens' business critical IT assets. Using state-of-the-art technologies and tools, the IT systems have a security level comparable to a remote secured island.
- ② Atos' forward-looking operational approach has led to the training and accreditation of more than 150 employees in stringent compliance processes.
- ③ Accomplished all agreed milestones to set up and implement the secure system.
- ④ 33 systems transferred to the Atos Resource Island within the first four months.
- ⑤ Siemens has enjoyed operational continuity throughout the implementation of this project.

security operations and security compliance have all been segregated. A dedicated security system provides 24/7 monitoring, tracking all threats and recording any incidents. Siemens has monitoring access to the environment around the clock.

Atos has also established dedicated teams of specialists for operations, security operations and security compliance. All team members have been accredited and certified. So far, Atos has trained more than 150 employees in the stringent compliance processes required. Every six

months, these employees have to undergo re-accreditation to enhance their expertise and ensure that they are at the top of their game.

Atos is leveraging an international portfolio of assets to provide Siemens with a world-class level of data protection. As well as the security operation run in the UK, support for infrastructure operations and services is being provided by Atos teams in Fürth in Germany and Timisoara in Romania. A dedicated management team has been set up to govern the state-of-the-art delivery model.

The Atos Resource Island initiative illustrates the capacity of Atos' Managed Services business to innovate in order to secure the most critical IT assets and applications of its global customers. As a result, the project has established Atos as a market leader in the fast growing marketplace for information security and for secure data center operations. ■

### ▼ The Atos-Siemens Global Alliance: Optimized Data Centers enable Digital Business

Within their business Alliance, Atos and Siemens are spearheading efficiencies in data centers while offering integrated end-to-end solutions for enterprises' facing increasing requirements on data center operations and building efficiency, across many markets throughout the world. Their joint collaboration in Data Center Infrastructure Management (DCIM) combines Siemens' offering in the area of Data Center Building Management

Systems with Atos' unique ability in IT systems management and integration. The DCIM innovative solution is being piloted at Atos' data center in Livingston, Scotland to identify energy savings and operational benefits delivered through rigorous management of the physical data center environment. "The strategic partnership with Atos is one of the most significant relationships between a global engineering company and a global IT

provider. The Alliance supports the implementation of the Siemens digitalization strategy especially in the combination of classical IT applications with the operational systems of our customers. The market success for example of our joint data center solutions demonstrates the high customer value of our collaboration." Gerhard Fohringer - Siemens, Head of Siemens Global Alliance and VP Digitalization Strategy.

# A sustainable partner for our customers

By integrating corporate responsibility and sustainability principles into operations, Atos firmly believes that it can better achieve its business objectives.

**Olivier Cuny**,  
General Secretary in charge  
of Corporate Responsibility

“Atos has more than ever the global strength to accompany its clients in their digital transformation in a sustainable way. »



Discover the Corporate Responsibility Report at [atos.net/reports2014](http://atos.net/reports2014)

## 4 priorities for Atos' sustainable business operations

### 1. Being a responsible employer

A responsible employer, attracting and nurturing talented people from diverse backgrounds, promoting collaborative working and well-being at work.

### 2. Generating value for clients through sustainable and innovative solutions

Ensuring a high level of client satisfaction by providing the most relevant services to transform businesses and anticipate our clients' needs.

### 3. Being an ethical and fair player in business within our sphere of influence

Conducting business is an ethical and responsible way wherever we can assert influence, including supply chain operations and developing local economies.

### 4. Managing our corporate environmental footprint

Improving the efficiency of our operations by reducing their energy and carbon intensity and encouraging a transition to a decarbonized business.

▼  
**50%**

Target: reduce by 50% the ratio of ton of CO<sub>2</sub> / million € revenue (2012-2015)

▼  
**Carbon leader**

Climate performance leader in the IT sector 2014, assessed by the Carbon Disclosure Project

▼  
**GRI**

**Comprehensive**

Highest level of transparency of Corporate Responsibility Report recognized by the Global Reporting Initiative (GRI)





## The Atos global community of Business Technologists

**People are our primary assets and this means we have a specific responsibility toward them.** During 2014, Atos continued to nurture the culture of global collaboration across the organization, harnessing the diversity of our workforce to develop innovative and global solutions for our customers around the world.

The variety of e-training and information initiatives through the Wellbeing@work program proved to be pivotal for the successful integration of around 20,000 new joiners to Atos in 2014, including Bull employees.

In 2014, 45 Atos countries took part in the Great Place to Work (GPTW) survey, with 49,866 employees participating, representing 89% of the global Atos staff: this is an increase of 9.95% in participation compared to last year. Three Atos countries were awarded in 2014: Austria, Poland and Russia. Poland was awarded for the third year in a row.



## As an ethical player, consulting and involving our stakeholders on sustainability

**The dialogue with all our stakeholders is essential and the annual Atos Global Stakeholders Meeting plays an important role in reviewing and openly discussing strategic topics on sustainability matters.** In October 2014, the event hosted more than 100 high-level experts in the field of corporate responsibility and members of the Atos Scientific Community. The one day meeting focused on innovation in three work streams: data protection, operational efficiency and social innovation. It generated a significant level of interaction with our stakeholders and very positive feedback.



## Digital solutions for enhanced sustainability performance

**Demand for our solutions continued to grow in 2014.** Guided by the forward-looking assessments of our leading experts in the Atos Scientific Community, we strengthened our portfolio of services to incorporate advanced digital solutions that intuitively address the sustainability challenges of our clients, while optimizing their operational excellence and cost efficiency. Our digital technology capabilities in areas such as Big Data, Cloud and Security solutions were further reinforced by the acquisition of Bull in 2014.



## Group-wide status bolsters Atos environmental program

**Atos continues to strengthen its efforts to reduce its environmental footprint and address the challenges of climate change.** To provide more solid foundations for the environmental program launched five years ago and ensure a global and consistent application within the entire organization, Atos adopted a Group-wide policy in 2014 to be deployed across its 66 countries. Designed as a broad-based umbrella program, the Atos Group Environmental policy sets out Atos' commitment to corporate responsibility, including the Group's environmental challenges and objectives to meet them. It provides specific guidance for all businesses to monitor and reduce the environmental footprint of the organization and its operations. The policy has received strong support from the Executive Committee and Heads of Atos' global business units who are working to achieve ISO 14001 certification of each of the main Atos sites before the end of 2015.

### Recognition for Atos



# Shareholders' information

Atos SE shares are traded on the Paris Euronext Paris market under code ISIN FR0000051732. They were first listed in Paris in 1995.

## ► Information on stock

<b>Number of shares</b>	101,332,527
<b>Sector classification</b>	Information Technology
<b>Main index</b>	CAC All Shares
<b>Other indices</b>	CAC IT, CAC IT20, CAC Next20, Euronext 100, SBF120
<b>Market</b>	NYSE Euronext Paris Compartment A
<b>Trading place</b>	Euronext Paris (France)
<b>Tickers</b>	ATO (Euronext)
<b>Code ISIN</b>	FR0000051732
<b>Payability PEA/SRD</b>	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 28, 2015: **Annual General Meeting**
- | July 29, 2015: **First half 2015 Results**
- | October 22, 2015: **Third Quarter 2015 Revenue**

## Contacts

Institutional investors, financial analysts and individual shareholders may obtain information from:  
Gilles Arditti, Head of Mergers & Acquisitions, Investor Relations & Financial Communications  
([gilles.arditti@atos.net](mailto:gilles.arditti@atos.net)) +33 (0) 1 73 26 00 66.  
Requests for information can also be sent by email to [investors@atos.net](mailto:investors@atos.net).

## ► Free float

The free-float of the Group shares excludes stakes held by the reference shareholders, namely the two main shareholders, PAI Partners, holding 9.4% of the share capital as at December 31, 2014, and Siemens holding a stake of 12.3% 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, 2014	Shares	% of share capital	% of voting rights
Siemens	12,483,153	12.32%	12.53%
PAI Partners	9,502,125	9.38%	9.54%
Board of Directors	416,450	0.41%	0.42%
Employees	2,790,656	2.75%	2.80%
Treasury stock	1,689,417	1.67%	-
Free float	74,450,726	73.47%	74.72%
<b>Total</b>	<b>101,332,527</b>	<b>100.0%</b>	<b>100.0%</b>

## ► Dividend policy

During its meeting held on February 18, 2015, the Board of Directors decided to propose at the next Ordinary General Meeting of shareholders the payment in 2015 of a dividend of € 0.80 per share in 2015 on the 2014 results.

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

Fiscal period	Dividend paid per share (in €)
2013	0.70
2012	0.60
2011	0.50

## ► Atos' share performance in comparison with indices

At € 66.30, Atos' share price finished the year in positive territory (+1%), slightly outperforming the French reference index (CAC 40: -1%) and broadly in line with its European peers in the technological sector (DJ Euro StoxxTech +7%). In the US, indices reached a higher range of performance with for example the Nasdaq index which increased by +13% in 2014 and the S&P 500 by +11%.

Atos market capitalization reached € 6,718 million at the end of 2014.

## ► Share value for "ISF" purposes

The closing share price on December 31, 2014 was € 66.30. The average closing share price over the last 30 stock market trading days of 2014 was € 59.13 compared to € 63.00 for the same period in 2013.

## Find us on the web

In our websites and social media channels, you will find all the latest company news, further information about Atos operations and services worldwide as well as our location and local contact details around the world.

### News about the Atos brands is available on:



### The Ascent blog



Our Ascent initiatives are designed to share with our partners and customers innovation and thought leadership on emerging trends in many areas. Stay connected with the latest blog posts on [ascent.atos.net](http://ascent.atos.net)

### Social media channels

Follow us on:	Watch us on:	Join us on:	Find us on:	Connect on:
<a href="https://twitter.com/atos">twitter.com/atos</a>	<a href="https://youtube.com/atos">youtube.com/atos</a>	<a href="https://facebook.com/atos">facebook.com/atos</a>	<a href="https://linkedin.com/company/atos">linkedin.com/company/atos</a>	<a href="https://plus.google.com/+Atos">plus.google.com/+Atos</a>

### Careers at Atos

With the globalization of our customers, and the continuous demand for highly skilled people with international profiles, Atos is increasingly looking to attract professionals that meet the business requirements of our international client base; innovative, client focused, quality driven and reliable. Go to [atos.net/careers](http://atos.net/careers)

### Locations worldwide

Go to [atos.net/locations](http://atos.net/locations) to find the list of the Atos locations around the globe. The information provided includes our contact and office details, and description of services and industries.

# Atos reports

## Corporate Responsibility Report 2014

The Atos Corporate Responsibility Report 2014 summarises our corporate and social responsibility goals, and the steps we have taken to advance them in 2014. It can be downloaded at [atos.net/corporateresponsibilityreport2014](http://atos.net/corporateresponsibilityreport2014)



## Registration Document 2014

More information about Atos and its activities can be found in the Registration Document 2014 which includes the Annual Financial Report 2014. This document sets out a complete overview of the Group, its positioning in the IT market, sales and delivery, corporate social responsibility, financials, risk analysis, corporate governance and capital. The Registration Document can be downloaded at [atos.net/investors](http://atos.net/investors)



## Interactive reports

The Annual Report 2014 and Corporate Responsibility Report 2014 can also be viewed in an interactive mini-site designed for portable devices such as laptops, tablets and mobiles.



For more information go to  
[atos.net/reports2014](http://atos.net/reports2014)



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## About the Annual Report 2014

**The Annual Report contains key information about the Atos Group 2014 results and main highlights.**

This document forms part of our regular program of corporate communication with stakeholders. It covers important business alliances and contracts secured and developed during 2014, as well as testimonials from clients and partners about how our approach to innovation and collaboration supports their long-term competitiveness.

In today's connected world, Atos addresses the 4 very specific challenges that its customers meet to run their businesses successfully in the digital age.

Atos offers to its clients an enhanced **customer experience**, ensures **operational excellence** at all levels, and puts **trust, security and compliance** at the very heart of their business thanks to its global expertise in data protection. Finally, Atos helps its customers to **reinvent and transform their business activities**, by identifying for them new ways to thrive in the digital era.

In 2014, Atos supported organizations to respond with agility to today's challenges. None of the successes achieved in 2014 could have happened without the involvement and dedication of Atos' 86,000 Business Technologists in 66 countries around the world.

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

