

# 2015

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## Annual Report



# Atos, trusted partner for your Digital Journey

We are leaders in digital services with pro forma annual revenue of circa € 12 billion and circa 100,000 employees in 72 countries, serving a global client base.

We strive to create the firm of the future. We believe that bringing together people, business & technology is the way forward. As technology continuously disrupts the norm, our clients can rely on us to guide them through a successful digital transformation.

At Atos, we embrace this journey, striving to remain the trusted partner that delivers digital empowerment to our clients.

We are the Worldwide Information Technology Partner for the Olympic & Paralympic Games.

We are a Societas Europaea (SE) and we are listed on the Euronext Paris market. We operate under the main brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, Unify and Worldline.

We are experts in:



## Consulting & Systems Integration

We transform strategic approaches to technology, combining innovative solutions with established ones



## Managed Services

We create business benefits through intelligently managed IT



## Cloud & Enterprise Software

We provide Cloud Services as a business strategy for core processes



## Transactional & Payment Services

Through Worldline, we provide unrivalled expertise in e-payments and digital solutions



## Big Data & Security

We combine Big Data & Security as a business differentiator



## Communication Software & Platforms

Through Unify, we combine voice, data and video enabling digital transformation

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**Interview**



# Thierry Breton Chairman and CEO

## How would you sum up the main achievements of the company in 2015?

Our keywords in 2015 were digital transformation, innovation and value creation, both for our own company and for our clients. As a result of our recent acquisitions we have cemented our position as the trusted partner for our clients' digital transformation, with the resources, the scale and the know-how that our clients need.

This was reflected in our numbers as we reported revenue growth of 18% year-on-year in 2015, an operating margin of 8.3% of revenue and a strong free cash flow at € 450 million. Atos has grown in size over the last few years to circa 100,000 people in 72 countries of the world. It cannot be stressed enough that the quality of our people is our greatest strength.

As a result of our recent acquisitions we have cemented our position as the trusted partner for our clients' digital transformation.

## How have the acquisitions of 2015 strengthened Atos?

When we completed the acquisition of Xerox ITO in 2015, we welcomed almost 10,000 new employees to Atos, and North America became our largest geography. With our combined skills and scale, we can now support the digital transformation of our clients anywhere in the world. During 2015 we also acquired Unify, a global leader in integrated communications solutions, and our company Worldline announced it had reached an agreement to merge with Equens, which will create the largest payment service provider in Europe. So, all these acquisitions are transforming us into a true Tier One player.

## How has the Atos partnership with Siemens evolved?

Siemens is our largest shareholder, our largest client, and a strategically important global partner. In 2015 we received a massive vote of confidence when Siemens chose to extend its existing IT agreement with us. It is one of the largest IT contracts in the world, with minimum committed volumes now increased from € 5.5 billion to € 8.7 billion until the end of 2021. As a further sign of its confidence, Siemens has extended its commitment to remain a major shareholder of Atos until at least 2020.

## What role does innovation play as a growth driver for Atos?

Our customers rely on us for innovative thinking that can transform their businesses. Our new generation of supercomputers, the Bull sequana, which was launched in 2015, brings a whole new order of processing power to the Big Data challenges.

At the Rio 2016 Olympic and Paralympic Games in August, thanks to the tremendous work by the teams at Atos, we will showcase the amazing innovations we have been working on with the International Olympic Committee to transform the Olympic Games into a fully connected digital experience. We also increased our joint innovation program with Siemens to € 150 million, in areas that will support its digitalization strategy.

## Where do corporate responsibility and sustainability sit in the Atos approach?

Corporate responsibility and sustainability form part of Atos' development and digital strategy as this creates lasting value for our clients and stakeholders. In 2015 we were proud that leading rating bodies like the Global Reporting Initiative and the European and World Dow Jones Sustainability Indices (Gold) again recognized our impressive results in driving our company forward through our corporate responsibility targets.

## After a very strong 2015, where do you see Atos heading in 2016?

Our solid performance in 2015, our permanent investment in innovation and in our people position us to be fully on track to meet the goals of our Ambition 2016 strategic plan approved by 99.6% of our shareholders in December 2013. And we are already working on our new 2020 goals building on our profitable growth and our accelerated transformation.

Our excellent performance in 2015 would not have been possible without the engagement of our employees and the support of our stakeholders. On behalf of you, dear shareholders, and of the Board of Directors that I chair, I would like to thank you all for your continued dedication and commitment to helping us to prepare for the future, thereby creating sustainable value for the Group as a whole.

# Running Atos

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## The General Management Committee

The role of the Atos General Management Committee 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, Chief Executive Officer North American Operations, IT, Security

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# The Executive Committee

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

## **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,**  
Head of Mergers & Acquisitions

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

**Olivier Cuny,**  
General Secretary

## **Global Service Lines**

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

**Philippe Vannier,**  
CEO of Bull,  
Group Advisor for Technology

**Ursula Morgenstern,**  
Head of Consulting & Systems  
Integration, Head of Cloud & Enterprise  
Software

**Jon Pritchard\*,**  
CEO Unify Software and Platforms

## **Worldline**

**Marc-Henri Desportes,**  
General Manager

## **Sales & Markets**

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

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

**Kari Kupila,**  
Head of Siemens Account

## **Geographic Business Units**

**Chad Harris,**  
President of North American  
Operations

**Adrian Gregory,**  
Head of UK & Ireland

**Winfried Holz,**  
Head of Germany

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

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

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

**Iván Lozano,**  
Head of Iberia

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

**Francis Meston,**  
Head of GBU India,  
Middle East, Africa,  
Group Digital Transformation Officer

**Milind Kamat,**  
Head of India

*The Chief Financial Officer, the Chief Commercial Officer, the Head of Mergers & Acquisitions, the Head of Investor Relations & Financial Communications and the Group Advisor for Technology report to the General Management Committee.*

*\*appointed on January 22, 2016.*

# The Board of Directors

The Board of Directors determines the strategy and trends of the Company's activity and oversees their implementation. In 2015, it met 12 times, during which, in addition to performing its traditional missions, it oversaw the integration of Xerox ITO, the acquisition of Unify and the strengthening of the alliances with Siemens and EMC<sup>2</sup>.



**Thierry Breton**

Chairman and Chief Executive Officer of Atos SE, Chairman of Worldline (French)



**Nicolas Bazire**

General Manager of Groupe Arnault SAS (French)



**Valérie Bernis**

Executive Vice-President of Engie in charge of Communications, Marketing, Environmental & Societal Responsibility (French)



**Roland Busch**

Member of the Management Board of Siemens AG (German)



**Jean Fleming**

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



**Bertrand Meunier**

Managing Partner of CVC Capital Partners Ltd (French)



**Colette Neuville**

Chairman (founder) of ADAM (French)



**Aminata Niane**

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



**Lynn Paine**

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



**Pasquale Pistorio**

Chairman of the Pistorio foundation (Italian)



**Vernon Sankey**

Officer in companies (British)

## Diversity fully implemented within the Board of Directors

The diversity at the Board of Directors' level was further reinforced in 2015 with the appointment of Ms. Valérie Bernis as member of the Board of Directors. As of December 31, 2015, the Board of Directors of the Company consisted of 11 Directors, including 5 women, i.e. 45% of its members. It was composed of more than 54% of Directors of non-French nationality, reflecting the Group's international dimension and diversity.

## A strong and balanced governance structure at Board level

The Board of Directors has adopted a strong and balanced governance structure in order to fulfil its missions in the interest of the Company and all its stakeholders:

### **The recommendations of two specialized committees**

The Board has constituted two specialized committees, the Audit Committee and the Nomination and Remuneration Committee, to make recommendations to the Board on strategic topics and therefore help in the decision making process.

### **The appointment of a Lead Director**

Alongside the Chairman of the Board, a Lead Director has been in position since 2010, in accordance with the recommendations of the French Financial Market Authority, in order to ensure a balance of powers and the implementation of best corporate governance standards by the Board of Directors.

### **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.

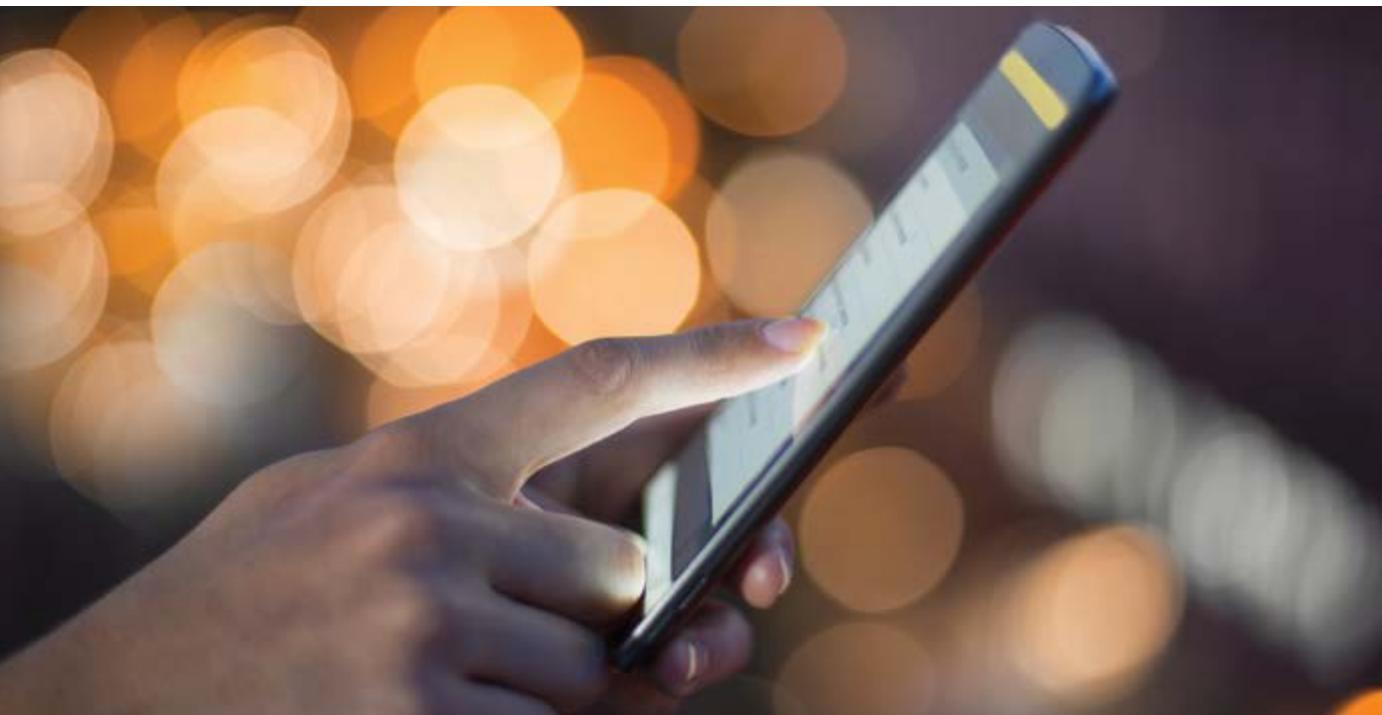
### **Compliance with a governance frame of reference annually assessed**

The Company undertook in 2008 to implement the recommendations of the AFEP-MEDEF Code of Corporate Governance for listed companies and to regularly report thereon. The Board of Directors meets every year in December (as was done on December 17, 2015) to perform the annual review of the implementation by the Company of these governance principles. This meeting is also attended by members of the Participative Committee who actively participate in the discussions, and the outcome of this review is made publically available on the Company's website.

# Leader in digital transformation

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As Europe's number one brand in IT and digital services, Atos serves a global client base across a wide range of business sectors. In 2015 Atos took strategic steps to ensure it has the scale, resources and strength to support the very largest organizations in their digital transformation, wherever they are in the world. For 2016 and beyond our aim is to firmly assert our position as a Tier One leader providing innovative IT solutions to support our clients in their digital ambitions.



## Ambition 2016

Three years ago, Atos set ambitious financial and operational targets as part of its Ambition 2016 strategic plan. At the end of 2015 we were on track to exceed these targets. We have upgraded our outlook for revenue, operating margin and free cash flow. Atos is now fully geared to seize the opportunities of the digital era.

## The new digital landscape

Atos is at the forefront of what it has identified as the Third Digital Revolution. In today's digital economy, data is the most valuable asset. As our world becomes ever more connected, Atos is helping organizations create tangible value

from multiple sources of digital data. During 2015, Atos helped its customers apply the disruptive forces of mobile, social media, Big Data and Cloud to create competitive advantage, fuel topline growth and reinvent their business models.

## Strategic acquisitions

Atos' acquisitions in 2015 support its ambitions to bolster its leadership position. The acquisition of Xerox ITO was completed in 2015, reinforcing Atos' role as a global leader in digital services with North America becoming its largest geography and a significant number of new blue-chip clients brought into the Group's portfolio. The acquisition of Unify reinforced Atos' position in the fast growing market for unified communications. At the end of 2015, Atos company Worldline announced an agreement with the payment service provider Equens, reinforcing its European leadership in payment services.

## Atos' dream team of partners

Alliances with other industry leaders are crucial to Atos' success as they combine worldclass capabilities to provide the most innovative customer-focused offerings. In 2015 Atos and Siemens strengthened their global alliance and the Group also entered into a worldwide strategic collaboration agreement with Xerox. The 'Enhanced Alliance' between Atos and EMC<sup>2</sup>, VMware and VCE combines state-of-the-art technology with top quality services, enabling true business transformation for Atos customers. Complementing these global partnerships, Atos continued to forge strategic alliances with key players in specific markets in 2015, including an agreement with Airbus Defence and Space to join forces for Cybersecurity solutions.

## Atos and Siemens, an acclaimed European collaboration

In 2015, Atos and Siemens decided to further strengthen their global alliance. Siemens extended its global IT contract with Atos until the end of 2021, and announced its commitment to remain a major shareholder of Atos until at least 2020. Atos and Siemens also increased their joint innovation investment program to €150 million to accelerate their digitalization transformation, especially in the field of smart data and digital services. Atos and Siemens presented the digital solutions that they have developed together during the French-German Digital Conference in October 2015 in Paris, in the presence of Angela Merkel, Chancellor of Germany,



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François Hollande, President of the French Republic, and Jean-Claude Juncker, President of the European Commission.



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

"By extending its IT contract with minimum committed volumes increased by over €3 billion as well as the scope with new domains such as industrial plant services and Cloud orchestration, Siemens is sending a clear message about its confidence in Atos to support its own digital transformation."

## Vision & Strategy



## Preparing for Industry 4.0

Atos expertise in digital manufacturing is enabling established industries to transform for today's new realities. By seamlessly connecting the physical world with digital systems, we are helping our customers develop Smart Factories and implement the vision of the next industrial revolution in an affordable way.



## Into the Cloud

Hybrid Cloud infrastructure and orchestration serve as the foundation of the drive towards digital transformation. With Canopy, the Atos Cloud, organizations can become more agile and develop cost-effective business processes that adapt rapidly to changing market scenarios. Atos leadership in hybrid Cloud solutions provides customers with new levels of flexibility, security and efficiency.



## Creating competitive advantage out of Big Data

Big Data and the Internet of Things count for nothing without the means to interpret, refine and then monetize data. With our strategic partner Siemens, we have developed a groundbreaking Industrial Data Analytics (IDA) platform which is delivering real business value for customers across a range of industries.



**Ursula Morgenstern**  
Head of Consulting & Systems Integration,  
Head of Cloud & Enterprise Software

“With our know-how in data analytics and the Cloud, we are helping our customer turn their data into new business opportunities and improve the operational efficiency of their organization of their business. Our digital solutions help our clients not only to accelerate the transformation of their application landscape but also support them in the operations and orchestration of applications in a hybrid world.”



**Eric Grall**  
Head of Managed Services

“Atos provides a transformation road map to take its enterprise customers' infrastructure requirements from a basic or legacy current mode of operation to a dynamic, utility-based computing or Cloud model that delivers a truly agile enterprise. In 2015 Atos confirmed its leadership in infrastructure management enabling its customers to realize the digital transformation they demand.”

**wellbeing@work**

**top<sup>tier</sup>1**

**step**

## A competitive edge

Atos' commitment to embed corporate responsibility and sustainability into every level of its operations and decision-making is a defining element in its culture. Three company-wide programs at Atos are enhancing digital skills and operating performance.

The groundbreaking Wellbeing@work program is equipping Atos business technologists with new digital know-how and helping attract the very best technology graduates from around the

world. It also supported the smooth integration of employees who joined Atos in 2015 following the acquisitions.

The Atos TOP Tier One program continues to further improve the company's efficiency ensuring operational performance. Since it was created, the program has focused on improving efficiency, service quality and customer satisfaction, strengthening human resource and finance operations,

leveraging scale and deploying best practices.

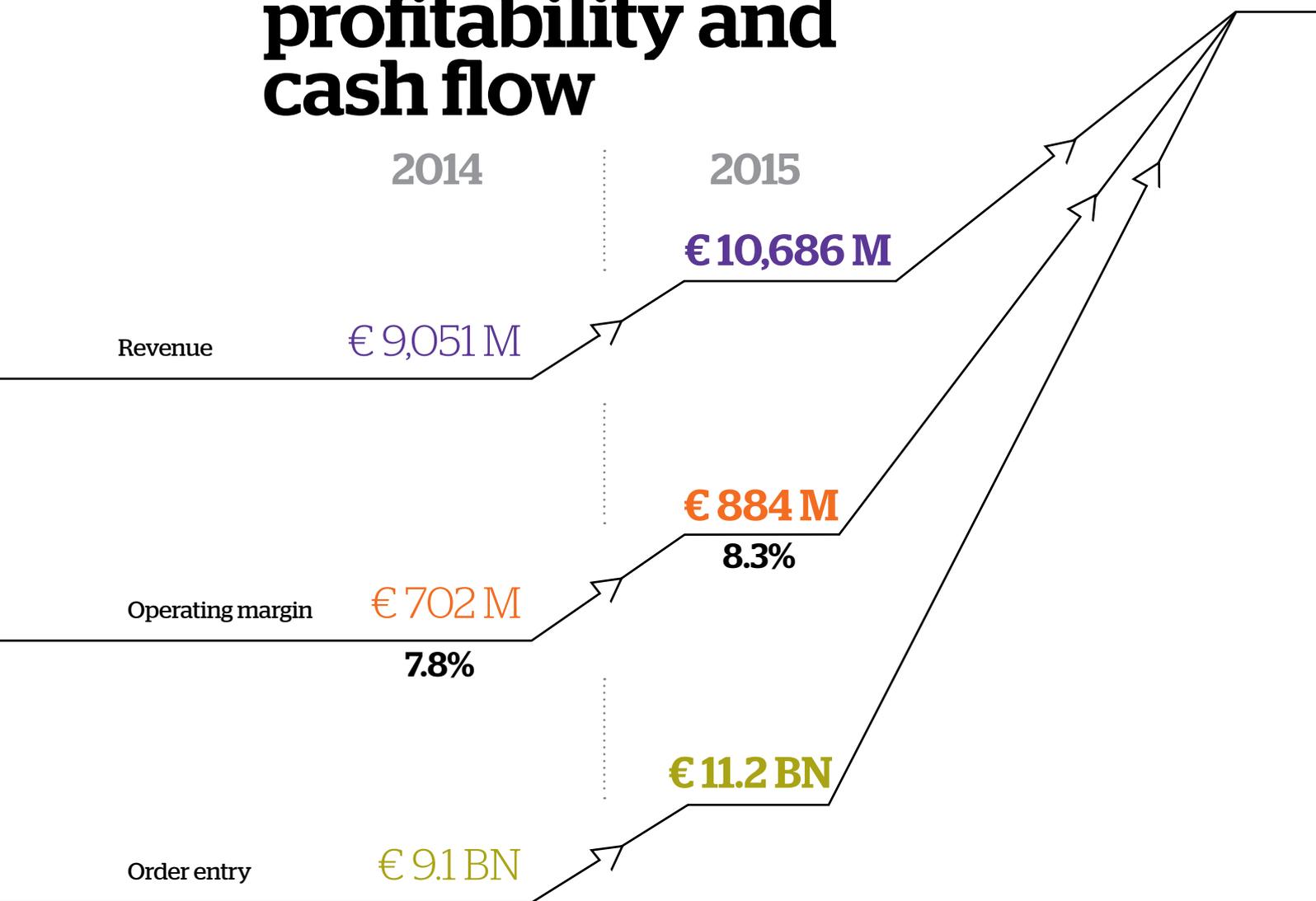
By transforming its sales approach via the STEP program, Atos was able to significantly boost its sales effectiveness and win more profitable business in 2015. STEP is geared towards creating more business value for our customers, building upon our innovations, our assets and our focused go-to-market approach as the trusted partner for our customers' digital journey.



## Turning thought into action

Innovation remains a key differentiator in Atos' growth strategy, and Atos has been ranked as a leader/visionary by several leading industry analysts. In 2015, Atos organized 260 innovation workshops for its clients to address their unique challenges and needs. Atos opened its seventh Business Technology and Innovation Center (BTIC) in 2015 in Amstelveen (close to Amsterdam). Our clients can now meet our experts in one of the BTICs around the world: Bezons (close to Paris), London, Madrid, Pune, Munich, Vienna and now Amsterdam. Ascent Journey 2018, published by Atos' thought leadership program in 2015, shared Atos' vision and new thinking on emerging trends and the technology that will shape business in the future. In 2016, Atos will release a follow up publication, Ascent Look Out 2016+.

# Record order book fuels revenue growth, profitability and cash flow



**Elie Girard**  
Chief Financial Officer

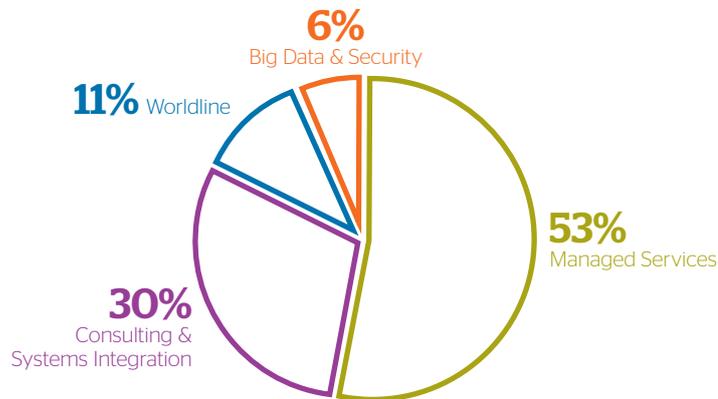
“The last eight years have been an incredible story of top line, profitability and cash flow growth at Atos. We aim to continue this journey in 2016 and even accelerate. Firstly, we will increase our organic growth rate. Secondly, in a very competitive market we will improve our margins thanks to Cloud transition, digital innovation, automation, and the excellence of our delivery. Thirdly, we will transform more of our margin into cash. All this stems from boosting our commercial activity, with first results already evidenced in 2015.”

In 2015, the Group revenue was € 10,686 M up **+ 18%** year-on-year

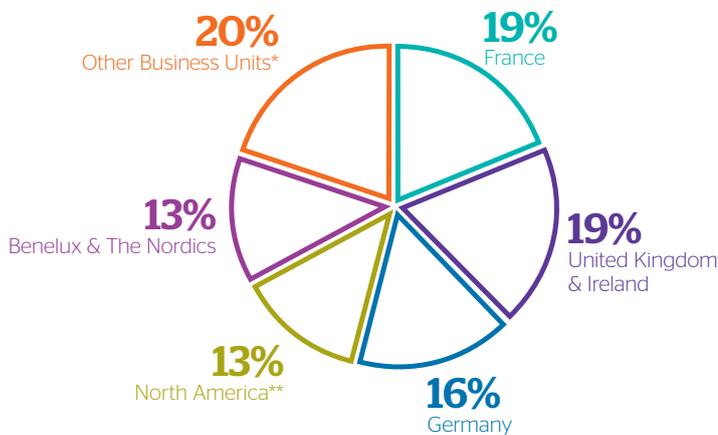
In 2015, Atos achieved all its financial commitments. Revenue rose by 18% and the Group's share of net income increased by 53% to € 406 million. With a record level of orders in the year, of over € 11 billion, Atos is well positioned to increase the pace of revenue organic growth and improve its profitability in 2016. The Board has proposed a 38% increase in the dividend on the 2015 results. In 2016, net income Group share is expected to rise by at least 30%, to double compared to 2014.

## Breakdown of revenue in 2015

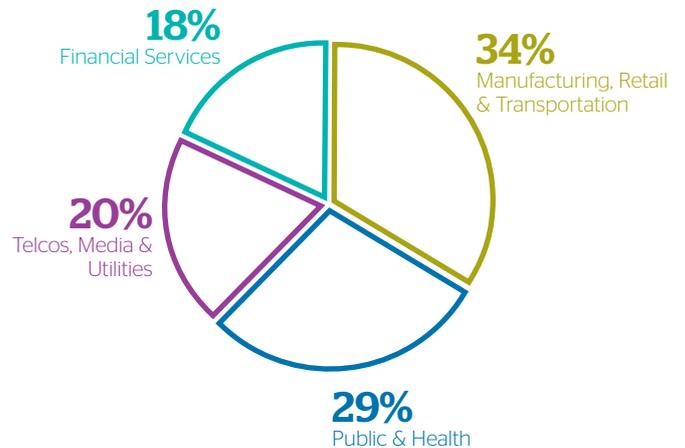
### by Business



### by Geography



### by Market



\* including Iberia, Central & Eastern Europe, Asia Pacific, India, Middle East & Africa, South America, as well as Major Events and Cloud & Enterprise Software.

\*\* Xerox ITO accounted only since acquisition, June 30; on a full year basis, North America is the first geography of the Group.

# Atos ready for digital business in the US

Atos completed its acquisition of Xerox ITO in 2015, securing its foothold in the attractive US market, which is an early adopter of high growth innovative technologies. On completion of the deal in June, the new business was immediately operational, reinforcing Atos' position as a global leader in digital services.

## Broadening Atos' global presence

The deal is particularly significant as, from its base in Europe, Atos has now secured a leading top 5 position in the global IT services industry. As well as tripling Atos revenue in the US, which has become its largest market, the acquisition sees a boost in the company's worldwide offshore presence, with more than 40% of the former Xerox ITO workforce based in countries such as India, Mexico and the Philippines.

## Trusted partner for digital

By integrating Xerox Information Technology Outsourcing business into its suite of technology and IT services capabilities, Atos can better serve customers anywhere in the world to achieve their ambitions of digital transformation. The acquisition combines the customer-centric approach of Xerox ITO with Atos' industrial capacities and cutting-edge services and technologies, especially in critical areas such as Cloud, Big Data, Cybersecurity and high power computing.

## A fruitful alliance

Xerox's core activities are business services, document management and workflow solutions. As a result of the acquisition, Atos has become one of Xerox's primary IT services providers, with the Xerox customer base benefitting from Atos' digital offerings to support their digital transformation needs anywhere in the world. As part of the deal, Atos has entered into a worldwide strategic collaboration agreement with Xerox. The two companies are now working together on a series of joint innovation projects, and are going to market together with their world-leading IT and business process outsourcing services.



**Michel-Alain Proch**  
Senior Executive  
Vice President, CEO  
North American  
Operations, IT,  
Security

"The global collaboration agreement between Atos and Xerox is a win-win partnership for both parties and will help us create tangible value for our shareholders and customers. Together, we can share our expertise in digital transformation across a much larger customer base, more efficiently and more effectively."





**Integrating Xerox ITO employees in 2015**



**9,600**  
employees in USA and offshore



**6,100**  
completed online training in the Atos Code of Ethics



**40+**  
Accolades to reward exceptional contribution to projects

**MARCH**

**Payments**  
Worldline award for mobile contactless payment acceptance

**Big Data**  
New appliances for SAP HANA® based on Bull's bullion S

**Olympics**

IT Integration Testing Lab opens for Rio 2016 Olympic and Paralympic Games

**APRIL**

**SAP**  
Atos awarded Global Value-Added Reseller of the year

**Governance**

Valérie Bernis appointed to the Atos Board of Directors

# Key Figures & Highlights

## UNIFY

Through its Unify portfolio, Atos provides organizations with the communications tools to foster rich and meaningful conversations. Across channels, across platforms, across media. For a mobile, real-time and collaborative way to work.



Voice, video, screenshare, chat, and file sharing



**OpenScape**  
The market's most comprehensive unified communications portfolio



**Services**  
A world of unified solutions enabled by services



### MAY

#### Business collaboration

French Prime Minister visits Atos Business Technology and Innovation Center (BTIC) in Munich

#### Smart energy

ARAMIS, led by Atos Worldgrid, selected for French government R&D funding

### JUNE

#### Cloud

Canopy enhances enterprise private hybrid Cloud with EMC<sup>2</sup>

#### Singapore

Successful technical rehearsal for South East Asian Games 2015

#### Corporate Responsibility

Highest rating from GRI for Atos integrated reporting

# Digital dialogue enhanced by Unify acquisition

Communication between devices and machines will increasingly be central to operational improvements and innovation. By acquiring Unify, Atos will add a state-of-the-art skillset that will help it support and accelerate the digital transformation of its clients.

## Unified business solutions

Unify is a leading provider of workstream communications and collaboration tools which enable companies to benefit from seamless digital communications across different networks, devices and applications. The company has filed over 3,000 patents and has a strong reputation for product reliability, innovation, open standards and security.

## New services for the digital age

By purchasing Unify, Atos intends to combine its expertise as a large-scale IT services provider with Unify's specialism in enterprise unified communications. This boosts Atos' efforts to create innovative solutions for its customers, integrating advanced communication services into business and production processes to enhance customers' digital transformation. The acquisition was completed in January 2016.

## Completing the Circuit

Circuit is Unify's groundbreaking communications and collaboration software that brings teams together. It creates a closed enterprise social community with real-time communications so that companies can communicate internally and externally with their customers, partners and suppliers through high definition voice and video, screen share, chat and file sharing, all within one single application and user interface. Combining Atos' Big Data expertise and Circuit's high quality enterprise communications software will deliver greater customer engagement and a compelling competitive edge for Atos' clients.



**Jon Pritchard**  
CEO of Unify

"Unify and Atos make the perfect combination. Together, we can provide our customers with a key building-block in their digital transformation and take their communications abilities to a whole new level."



# Worldline: On its way to consolidating the European payments market

In line with the strategy presented at the time of its IPO in 2014, Worldline has announced an agreement with the payment service provider Equens that will reinforce its European leadership in payment services. The processing activities of the two companies in Europe will be merged to create “Equens Worldline Company”, in which Worldline will hold a majority stake and Worldline will also acquire Equens’ commercial acquiring subsidiary PaySquare.

## A European leader in financial processing

With this transaction, expected to be closed in the second trimester 2016, Worldline aims to become one of the leading and most innovative payment service providers for financial institutions in Europe, providing its customers with a best-in-class service portfolio, innovation and expertise in both non-card and card-based payments. For its Financial Processing division, merging with Equens is a major industrial combination, significantly expanding Worldline’s positions in the Netherlands, Germany and Italy, while providing growth opportunities in the Nordics. It is also a perfect fit in terms of product portfolio, with Equens’ leading positions in non-card payment complementing Worldline’s recognized strong offers in card-based payment and in highly innovative e-commerce and mobile payment services.

## A significant expansion in Merchant Services activities

In Merchant Services, Worldline will benefit from PaySquare’s strong positions in merchant services in The Netherlands, Germany and Poland, resulting in more integrated and comprehensive omnichannel offers.

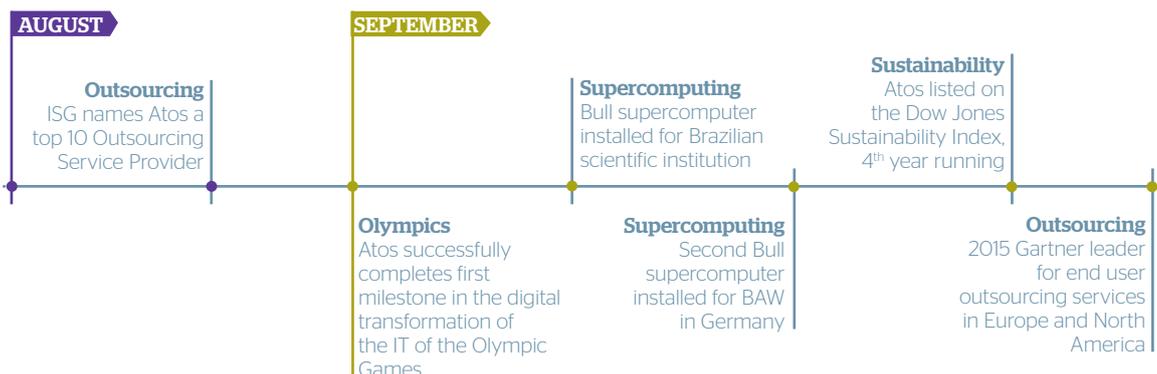
## Digital payments star

The digital revolution is transforming today’s business-to-consumer processes, bringing new possibilities such as e-ticketing, e-Government collection platforms and contextual products. As the European leader in the payments and transactions industry, Worldline’s mission is to prepare its customers for this new landscape and help them offer innovative solutions to the end consumer. Worldline is a bright star within the Atos constellation, providing critical mobile and transactional services to support Atos customers with their digital transformation journeys.



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

“This transaction is a decisive step to drive forward our strategic ambition to be one of the leading consolidators of the European payments market. It will allow us to provide to our customers even more efficient, reliable and innovative payment services.”





## Worldline

atos e-payment services

Worldline is European market leader in payments and transactional services.



+ 7 300  
people worldwide



€ 1,227 BN  
2015 Revenues



40 years  
experience

**Secure communication**  
Gartner evaluates Hoox m2 solution's critical capabilities

**Cybersecurity**  
Strategic agreement between Atos and Airbus Defence and Space

### OCTOBER

**Digital banking**  
Worldline's Digital Assistant wins 2015 Banking & Innovation Prize

**Business analytics**  
Gartner names Atos as a visionary for its business analytics services

**Global Alliance**  
German Chancellor and French President discuss digital with Atos and Siemens

**IT Challenge 2016**  
Search for best app to manage personal data

# Key Figures & Highlights

## Bull

atos technologies

Bull is the Atos brand for its technology products and software, which are today distributed in over 50 countries worldwide. It offers products and value-added software to assist clients in their digital transformation, specifically in the areas of Big Data and Cybersecurity.



Big Data



Cyber security



Mission critical systems



### NOVEMBER

#### Strategic partners

Atos and Siemens strengthen their global alliance

#### Payment services

Worldline announces intention to join forces with Equens

#### Supercomputers

Bull sequana launched - the 1<sup>st</sup> range of Exascale ready supercomputers

#### Enterprise communications

Atos to acquire Unify

#### Tackling climate change

Carbon Disclosure Project recognizes Atos as 2015 global leader in IT

# Harnessing the potential of extreme technology, Big Data and Cybersecurity

The race is on to build the technology that by 2020 will rival the human brain for processing power and complexity, while remaining completely secure. Bull, the Atos brand for technology products and value-added software, is at the forefront of this next-generation of high-performance computers, as well as of Big Data and Cybersecurity.

## The Exascale project

Bull's Exascale initiative delivers computers that can process one billion billion operations per second. This level of performance is necessary to increase the quality and speed of digital simulations for both research and industry, and will serve as an essential tool to transform business models and processes so as to address 21<sup>st</sup> century social, economic and environmental challenges.

Data appliances for running the SAP HANA platform, based on bullion S, the latest generation of x86 business servers developed by Bull. Another example is the Atos Cybersecurity offering which was strengthened with its launch of an innovative Cloud-based Data Loss Prevention Service which prevents data loss, whether from unauthorized insider activity or external threats including advanced malware. A significant partnership was also agreed with Airbus Defence & Space in the field of Cybersecurity.

## sequana, the new Bull supercomputer

In November 2015, Bull launched sequana X1000, the first of a new generation of supercomputers, a thousand times more powerful than its predecessors. Bull sequana can capture, store, analyze and visualize massive volumes of data at unheard of speeds, making the power of digital simulation available to research and business experts.

Bull sequana will be used to process and handle extremely large volumes of complex data in a highly energy efficient manner, and with great speed and reliability.



**Philippe Vannier**  
CEO of Bull,  
Group Advisor for  
Technology

“As a leader in the exascale race, Bull is using all of its expertise and know-how in digital simulation to develop market-leading solutions for our clients. Bull's world-class capabilities in increasing computer performance will help our customers accelerate their research and innovation and increase their competitiveness.”

## Big Data and Cybersecurity at the heart of new businesses

In 2015 Atos also leveraged its leading position in the fast growing market of Big Data and Cybersecurity. This was shown, for example, with the launch of a range of Big





# Powering our clients in their Digital Journey

The digital revolution means business models that seemed assured only a decade ago are crumbling under the disruptive forces of mobile communications, Big Data, Cloud Computing and social media. Digital technologies are powerful enablers to fuel topline growth and create competitive advantage for businesses, provided they are able to look beyond their day-to-day operations and reinvent business models along digital principles to meet changing customer expectations. Atos works daily with our clients to help them create and anticipate disruptive technologies, addressing the four key challenges of Customer Experience, Business Reinvention, Operational Excellence, Trust & Compliance to ensure they can meet current and future digital expectations.

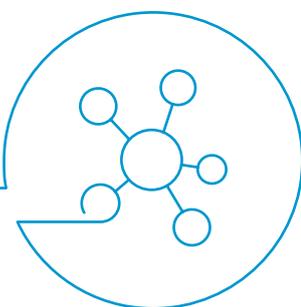


**Patrick Adiba**  
Chief Commercial  
Officer and CEO  
Olympics & Major  
Events

"Digitalization will have an even bigger impact on business than the Internet. It is about much more than just technology and software. This is a time for visionary thinking. For any organization, to remain relevant and competitive, it is essential to develop a new mindset and structures to increase flexibility and to unlock the value of digital data. In four key areas, our digital business solutions enable our customers to do just that."



Customer  
Experience



Business  
Reinvention



Operational  
Excellence



Trust &  
Compliance



# Customer Experience

Nowadays customers expect a simple and engaging experience when they interact with organizations. Atos is using its digital expertise to help clients strengthen their multi-channel engagement with customers to create compelling and personalized services in the new connected world, transforming the end-to-end customer experience and creating lasting business value.

## The challenge   Our solution   The benefits

### Engaging the connected customer

Improving customer experience to boost your business impact

As the use of digital, social and mobile technologies increases, so too do customer expectations. Technology is making it far easier to switch to competitor brands. Organizations need to continuously find ways to build the brand, secure customer loyalty and advocacy. They need to really know who their customers are, their digital behaviors, what they need and what they want. To do this organizations themselves have to be willing to adapt by creating new digital business models and embracing both leading-edge behavioral science and digital technology to optimize the use of huge volumes of unstructured data to understand and serve their customers better.

### Customer experience design

Digital thinking and technology for today's business challenges

As specialists in customer experience, Atos works with organizations to look at the world through their customers' eyes and place end-to-end customer experience at the center of everything they do. Our customer experience ecosystem approach supports businesses to engage effectively in building lasting relationships with their customers, achieving the high levels of loyalty and advocacy that are the hallmarks of customer experience leadership. Our expert solutions in digital marketing and services allow our clients to interact with their customers intimately, responding to their mobile, hyper-contextualized and instantaneous behaviors and preferences. Delivering multi-channel engagement and customer relationship management solutions means our clients provide improved services to their customers, whatever their preferred channel.

### Your customer increases your business impact

Loyal customers bringing in new clients

Leadership in customer experience design is today's primary source of competitive advantage. Across private and public sectors, customer loyalty is more likely to be achieved when organizations deliver personalized, frictionless and trusted relationships. In the digital age, organizations that offer an enhanced customer experience can now strive for customer advocacy: loyal customers who in turn bring in new customers through the powerful medium of social engagement. For those organizations that are ready for the challenge, the Third Digital Revolution can open up exciting business opportunities to gain deeper and directly-actionable insight into customers, offer personalized products and services, develop new customer-centric business models – and anticipate the changes that are still to come.



**Jose Dos Santos**  
CEO at Cell C

“Cell C is pleased to have worked with a world-class organization like Atos to, for the first time in the country, bring WiFi calling to South Africans. Through our partnership, we managed to implement the service in record time, using global best practice. We look forward to a mutually beneficial relationship with Atos.”

## Cell C Calling via WiFi becomes possible

Cell C, a leading mobile provider in South Africa, was the first customer to take up Atos WiFi Calling which was launched in 2015 for communications service providers to offer their consumers affordable and high-quality mobile phone calls and messages over the WiFi network. Cell C is using the Atos solution to enhance customer loyalty by boosting its coverage in indoor areas that are hard to reach with a mobile signal. Thanks to software from Atos' technology partner Lydrasoft, customers use the same interfaces on their smart phones, such as the dialer, phonebook, and settings.



## Paderborn Lippstadt Airport Making travelers' lives easier

To raise the competitiveness of Paderborn Lippstadt Airport in Germany, the airport is investing in Atos cutting-edge thinking and technology. In 2015 Atos installed a Smart Vending Machine in the entry hall, offering consumers regional products, prizes and live video hook-ups to airport shops and restaurants. Atos and the airport are now working together to further transform the customer experience by combining smart vending with digital signage and interactive mobility.





### Chiltern Railways Traveling becomes a new experience

When the first new rail link between London and another British city for 100 years opened for business in 2015, Worldline, an Atos company, and Chiltern Railways made sure that passengers on the Oxford Parkway to London Marylebone line would benefit from an enhanced travel and payment experience. Worldline installed the first interactive ticketing terminal in a UK railway station, which comes complete with a 42" intuitive touchscreen interface that seamlessly links ticket purchases to live departure information, network maps and options for contactless payments and barcode scanning.



### The Avignon Festival Breaking the languages barrier

At the 2015 Avignon Festival in southern France, Atos supplied foreign theatergoers with a new generation of high-tech glasses so they could read real time translations of the dialogue in either Chinese, English or French (provided by the Theatre in Paris tourism company). The technology solution allowed visitors to enjoy masterpieces such as King Lear in the language of their choice and promises to transform the theater experience.







## Enriching sports fans' Olympic Games experience

Atos has an exemplary track record in delivering exceptional customer experience for major events such as the Olympic Games. As a worldwide IT Partner for the Olympic Games since 2001 Atos works with the International Olympic Committee to transform the Games into a fully connected global digital experience. At the Rio 2016 Olympic Games, Atos, together with the Rio 2016 technology partners, will use innovative digital and new media technologies to process and transmit real-time results integrated with video streams, statistics and social media updates to sports fans around the world to an estimated 8 billion devices.



**Lilian Eiras**  
Program Management  
Officer and Special  
Projects Manager -  
Major Events

“Building a solid and reliable relationship with the Organizing Committee of each Games is the key to success. As IT integrator of a unique and highly visible project with a fixed delivery date and no possibility of delay, our mantra is: one team, one goal. Each Organizing Committee knows that with Atos they will get the very best Olympic Games experience.”

# Business Reinvention



Whatever their industry, agile organizations understand the need to reinvent themselves from the inside out to harness the potential of digital transformation. Working with Atos, our clients are gaining business advantage from understanding the value of transactional business data, opening new channels to market, redesigning their business models and culture, and rethinking the ways in which they collaborate and innovate with their partners and suppliers.

## **The challenge   Our solution   The benefits**

### **Adapting to survive**

Disruption to established markets and models

The digital revolution brings fresh opportunities for flexible and innovative solutions to find new value, new efficiency and effectiveness whilst not destroying existing business models overnight. At the same time, enterprises need to be aware of the rapid changes in the business models of competitors who offer once lucrative services for free, focusing instead on the value of the data that they are able to access from their digital engagement with customers. Other challenges can also surface when traditional boundaries between some enterprises come down and formerly fierce competitors join forces to collaborate on innovation.

### **Pioneering in digital**

Business intelligence, open innovation, digital business opportunities

The fastest growing and most successful companies are those that are able to exploit the potential of digital. By understanding the inherent value of business data and other sources of insight, we enable our clients to evaluate new service opportunities, establish new revenue streams and create alternative business models and processes to deliver optimal business outcomes. Our collaborative and social technologies kick start digital thinking across entire organizations, encouraging rapid cultural changes to bring about digital transformation.

### **Being ready to thrive**

Sharpen competitive edge and strengthen market position

How you respond to the digital revolution will determine the future of your organization. Those who focus on technology deployment alone risk failure. Digital transformation is not a specific application of technology. It requires profound cultural change for business organizations. Atos works with its clients to reconsider their end-to-end supply chains, their core business processes and their go-to-market strategies, assessing emerging opportunities as well as threats. With our industry experience, our technology know-how and our expertise in business transformation, Atos informs and guides our customers on their journey to digital.



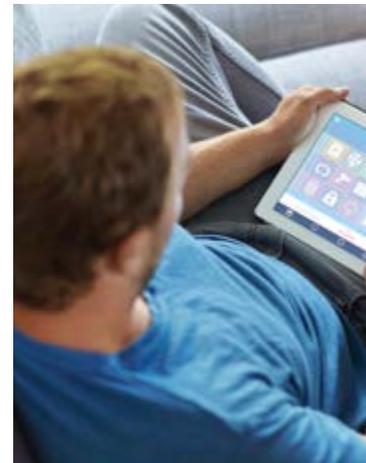
**Marc Pircher**  
Director, Toulouse Space  
Center, CNES

“This project is a cornerstone of CNES’ and French Defense’ satellites ground segments. 2016 is a decisive year for the Defense Satellite CSO (Composante Spatiale Optique) in which the Product Line must be fully validated with the whole system in order to command and control the satellite and achieve the overall technical qualification. All these tests must be done before the launch of the satellite. I am confident in the willingness of both Atos and CNES teams to meet this challenge.”



### **French Space Agency (CNES)** Ground control to major space project

Atos has been chosen by the French Space Agency (CNES) to lead a consortium of 7 partners to develop its new generation of space mission control centers. Satellites are launched, put into orbit and piloted from a dedicated mission control center for each space program. The consortium is developing the ‘Initiative for Space Innovative Standards’ which will constitute the new standards for every mission control center. The CNES will use these standards as the baseline, which can be adapted for the mission context of each new satellite. The first mission to benefit from this will be the CSO (Composante Spatiale Optique) imaging defense space program that will be launched in 2018.





### **University of Aberdeen** Robotic pharmacy kiosk

Atos is pioneering an exciting innovation that has the potential to transform rural pharmacy and healthcare services. In northern Scotland, Atos has teamed up with the University of Aberdeen and the local health service to develop a robotic pharmacy kiosk so that local residents can talk to a pharmacist via a webcam. The kiosk safely and securely dispenses prescribed and over the counter medicines, reducing the need for users to travel long distances to reach a pharmacy.



### **National Scientific Computing Laboratory** Powering scientific research

Bull has provided Brazil with its first Petascale High Performance Computing (HPC) infrastructure for open use by the academic community as part of a partnership with the National Scientific Computing Laboratory (LNCC) and the Ministry of Science, Technology and Innovation (MCTI). Named Santos Dumont, the supercomputer will be the biggest in Latin America, and will support scientific research, innovation and the provision of HPC services to the Brazilian government and society.

### **Telekom Austria Group M2M and Diehl Metering** Ambitious smart metering in Austria

By 2019, the vast majority of all households in Austria will be required to have smart meters installed to keep track of their energy consumption on digital displays. Atos has teamed up with Telekom Austria Group M2M and Diehl Metering to pool their know-how and provide cost-effective smart metering from a single source. The solutions will be based on machine-to-machine data communications and wireless technology for smart metering combined with state-of-the-art security standards, which can be integrated into existing infrastructures of energy providers seamlessly and quickly.





## A new delivery model for the Olympic Games

As Worldwide Information Technology Partner for the Olympic Games, Atos is helping the Olympic Games transform themselves for the digital age. The delivery of the secure Cloud IT infrastructure to support all Olympic Games from 2018 will be a major milestone in their digital transformation. Delivering these services over a dedicated and secure Cloud solution, provided by Canopy, the Atos Cloud\*, is a perfect fit and will increase flexibility and scalability for future Olympic Games.



**Jordi Rodrigo Bosch**  
Integration Manager -  
Major Events

“Rio 2016 will be a key milestone in the International Olympic Committee’s IT strategy of embracing digital empowerment with Atos. It will be the first Olympic Games at which the core planning system will be hosted in the Cloud\*. We will open a permanent lab in Madrid to support all the testing for future Olympic Games. Our shift from a ‘build each time’ model to ‘build just once’ means that we will use fewer servers, occupy less physical space and operate with a much smaller carbon footprint.”

*\*together with other technology providers.*



# Operational Excellence

The digital world is driving business innovation and the quest for operational excellence. Atos deploys virtualization, mobility and the smart management of real-time data to help businesses become more agile, effective and scalable. By minimizing the costs of everyday IT operations, we free up resources for our clients to invest in innovation to keep them at the forefront of the digital revolution.

## The challenge   Our solution   The benefits

### Accelerating change

Agility, quality of service and cost management

The digital revolution increases the pressure for firms to redesign their business operations. Organizations need to enhance the productivity and performance of their people. They need to take account of the dramatic changes in people's working habits, locations and environments and the increase in collaboration. At the same time, enterprises must also introduce more intelligent secure business processes - especially those processes with high data-intensity. As processes become digital they can be automated and enhanced with near real-time intelligence. Taken together, these opportunities can deliver significant and tangible improvements in operational efficiency.

### Seamless end-to-end capabilities

Enterprise applications, smart operations and product lifecycle management

To support the digital transformation of our clients' business processes and operations, we deliver 'right fit' infrastructure and application approaches, which include advanced Cloud services to reduce costs, increase scalability and deliver new business opportunities. Atos works with its clients to modernize business applications through full lifecycle services, considering development opportunities, upgrades, management and decommissioning options. As well as using automation and robotics to increase efficiency, manage quality and improve safety, we provide our clients with the tools to apply analytical insight into operational processes to drive optimization and reduce risk. Our secure and resilient data center and network solutions incorporate design, build, operational and outsourcing elements.

### Optimizing business operations

Responding rapidly to real-time changes

Organizations need to combine operational excellence with digital transformation so they can continue to offer relevant and leading edge services supported by a robust and secure IT foundation. As a major global player in Cloud services and the largest provider of managed services in Europe, Atos is the go-to company to deliver end-to-end business models that respond at digital speed to real-time changes in the B2C and B2B worlds. Our customers benefit from our strong focus on research and innovation and our extensive ecosystem of partners, including market-leading technology providers.



**Norbert Kleinjohann**  
CIO, Siemens

“The project is an essential enabler for the new Siemens business vision, providing the environment in which we can innovate to the benefit of our business. Atos, as our longstanding IT partner, is perfectly positioned to help us make the transition from SAP ERP to SAP HANA.”

## Siemens Allies in excellence

Engineering giant Siemens has called on its strategic partner Atos to deliver the next-generation IT infrastructure it needs to deploy the highest levels of technological flexibility and security while increasing cost efficiencies. Atos will implement in the Cloud the SAP HANA® platform for data services for Siemens, in what is one of the largest SAP HANA projects anywhere in the world. The platform is based on bullion, the latest generation of x86 servers developed by Bull, Atos technologies, integrated with EMC<sup>2</sup> storage.



## Edith Cowan University Academic education in the Cloud

In Perth, Western Australia, Atos is working on the very first migration of an Australian university's entire central IT infrastructure to the Cloud. The five-year contract will see Canopy, the Atos Cloud, migrate Edith Cowan University's current data center infrastructure to a secure managed hybrid Cloud platform. Canopy's Cloud solution will deliver new levels of operational flexibility and cost efficiency, allowing the university to optimize its resources and meet the expectations of its students for a state-of-the-art, high-performance IT infrastructure.





### AccorHotels

## A five-star reservation and payment system

The reservation system represents the IT foundation of any modern hotel chain. Over the next five years Atos will work with AccorHotels, a leading hotel operator, to transform The AccorHotels Reservation System (TARS), which manages over 35 million bookings per year for the group's hotels around the world. An Atos delivery center in France will work to increase TARS' development capacity and accelerate the launch of new services. Furthermore, Atos e-payment service company Worldline is upgrading the booking experience with its cutting-edge payment wallet.



### Western Union International Bank

## Banking on the future

Vienna-based Western Union International Bank are leaders in global money transfers and called on Atos to develop a modern, flexible and scalable core banking system in 2015. The best in class IT platform is up and running in more than 40 branch offices Europe-wide and will help Western Union to bring new products and services into the market rapidly and effectively.





## Towards a fully connected Olympic Games experience

Since 1992 when Atos first led the technology effort for staging the Olympic Games, we have maintained a unique track record in delivering smooth and efficient IT operations for every Games event. At the upcoming Olympic Games in Rio de Janeiro in 2016, our expertise in critical areas such as integrated systems management, IT security and key Olympic Games applications supported by a common data model will ensure that everyday operations are of gold-medal standard.

With our International Olympic Committee partnership for IT services currently extended until 2024, we are already working to make future Games even more agile, flexible and sustainable. Using Canopy, the Atos Cloud\*, the core Games IT environment will be run from 2018 through Atos' highly virtualized environment in our carbon-neutral data centers, increasing efficiency and making maximum use of existing resources.

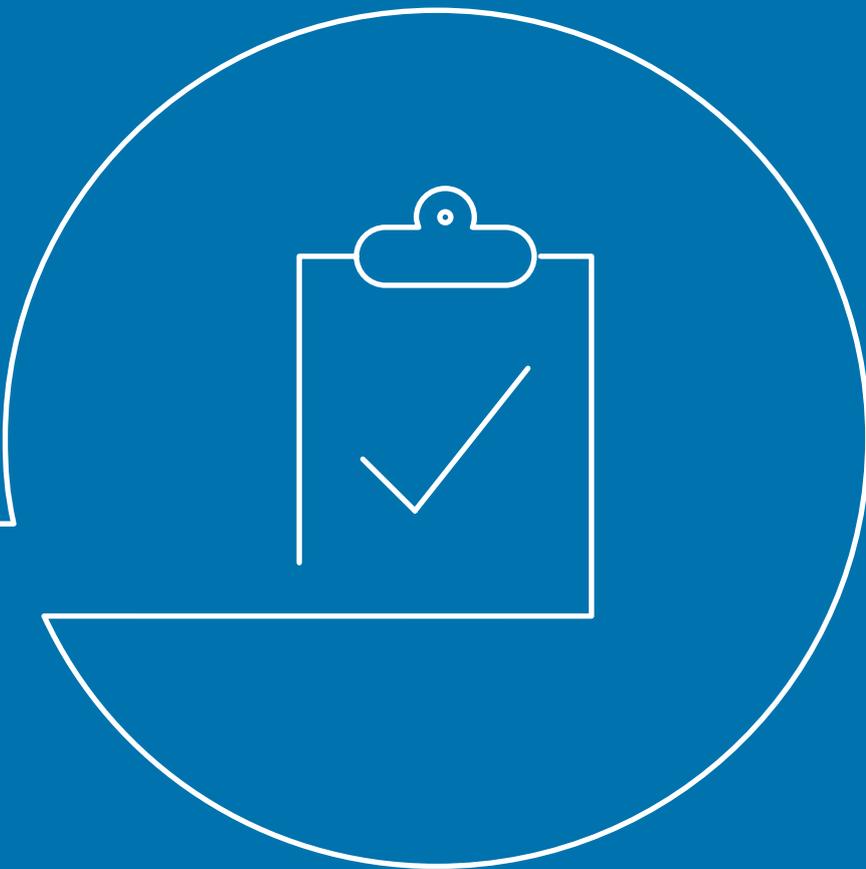


**Marcelo Grimaldi**  
Operations Manager -  
Major Events

"For each Olympic Games, we need to rapidly deploy our tried and tested IT service management processes in a new organization that grows faster the closer that we get to the Games. We collaborate closely with the Organizing Committee and the other technology partners to be sure that our flexible processes respond to any scenario. Invisible to the general public, our 3,500 business technologists are crucial to the success of the Olympic Games."

*\*together with other technology providers.*

# Trust & Compliance



Digital transformation is opening up a whole new world of business opportunities. But with those opportunities come new risks. Enterprises now urgently need to turn Cybersecurity, privacy and data protection into key values across their business, increasing consumer trust and using digital innovations to develop new business.

## The challenge    Our solution    The benefits

### **Cyber threats and data protection**

Protecting business systems and data privacy

In many organizations security systems have not yet caught up with the increased volume, complexity and impact of today's threats. Many businesses are struggling to balance access to critical systems, networks and data with security, control and management, leading to potential non-compliance, security breaches and financial liabilities. To take full advantage of the opportunities of digital transformation, organizations need to implement new approaches which hardwire security at the very center of their digital growth strategy.

### **Pre-emptive and proactive data security**

Building business trust, managing risk and ensuring compliance

We transform security into a core element of the digital strategy of our customers. We have developed a unique global methodology to help organizations identify their vulnerabilities, and control and mitigate any risks across their entire business landscape. Our real-time security mechanisms continuously monitor and identify attacks, counter-react without delay, and immediately block and neutralize any threat, reducing the business impact to almost zero. Using our cutting-edge security approach, based on Big Data technologies, next generation Security Operation Centers and forensic strategies, data security is becoming proactive and pre-emptive.

### **Control over data usage**

Customer trust through robust risk management processes

While data is rapidly becoming the new currency of the digital age, security, trust and compliance remain intangible but critical business assets. By demonstrating full control over consumer data, organizations can maintain and increase the trust of their business partners and customers. Atos provides its customers with the holistic security approach they need for the entire business value chain, reducing risks and empowering them to create new sources of value on their continuing digital journey.



**Bianca van Kaathoven**  
Vice Mayor, the City of  
Eindhoven

“The CityPulse pilot project is important to us since Eindhoven is an innovative city. We want our city to be a living lab. Atos is a pioneer in leading this innovative pilot that combines both Big Data analytics and real-time analytics with privacy guarantees. Its data scientists use intelligent patterns and insights from the gathered data to inform authorities and trigger specific actions. This will help authorities to respond to situations and to prevent escalation.”

## **Myanmar Millennium Group** New age of opportunity for Asian banks

The agreement between Atos and Myanmar Millennium Group (MMG) will facilitate the introduction and deployment of Atos Banking as a Service solution in Myanmar. It will help accelerate future expansion of the banks and financial institutions in the country as well as the services to support the anticipated growth in Myanmar via a proven turnkey solution which supplements and secures their core platforms. MMG and Atos will also work together to develop other markets and solutions in the Myanmar market based on offerings from Atos' portfolio.



## **City of Eindhoven** Keeping city streets safe

In the Dutch city of Eindhoven, Atos is leading a consortium which uses intelligence from Big Data to increase safety on the streets at night. The CityPulse project collects and analyzes real-time data from security cameras and microphones in the busy nightlife area of Stratumseind. It also monitors social media to provide a complete picture of the situation on the streets and watch out for possible incidents. If a situation threatens to get out of hand, CityPulse sends an alert to the police control room so the emergency services can respond immediately. The project won the 2015 Digital Impact Award in the Netherlands.





**EDF**

## Ensuring full control over nuclear power plants

Nowhere in the world are safety and security more important than in a nuclear power plant. Atos Worldgrid installed digital monitoring and control functions in 60 units of EDF nuclear power plants in France and abroad as part of the alarm analysis systems and fully computerized procedures for immediate operational access. This robust and secure solution ensures that operators have full and uninterrupted control of nuclear power generation units at all times.



**Spanish Guardia Civil**

## Track and stop stolen cars in Spain

Border control in Europe has become a major political priority. At border crossings and ports in Spain, license-plate recognition technology from Bull, Atos technologies, is now helping the Guardia Civil confirm within four seconds if a vehicle crossing the border is stolen, carrying false plates or has had a color change. The video system can record with 98% accuracy the license plate of a vehicle.





## Keeping the Olympic Games safe from cyber attacks

Leading the technology effort to bring the Olympic Games to a global audience also means protecting the Games against potential security threats in cyberspace. Based on experience from recent Games, in Rio we anticipate over 200 IT security events per second. Our job is to use real-time data analytics to search through millions of logs and focus on the most relevant threats. Our cutting-edge IT Security approach is able to neutralize any cyber threat to the Games, ensuring zero impact on athletes, visitors, journalists and the global audience of billions.



**Shailesh Chauhan**  
Technical & IT Security  
Manager - Major  
Events

“Our greatest challenge is to deliver Olympic Games services to the world in the most secure manner possible, adhering to best practices in data integrity, user privacy and availability of service. This forms the foundation of an ecosystem that will protect Olympic Games services from the ever growing risk of cyber threats.”

# A global workforce to cover our clients' needs everywhere

Our workforce has grown significantly over the course of the last twelve months and now stands at nearly 100,000 people. The acquisitions of Xerox ITO and Unify have increased our size and provided us with new skills in critical areas such as unified communications software. Following the integration of Xerox ITO, North America is now our single largest geography in terms of revenue.

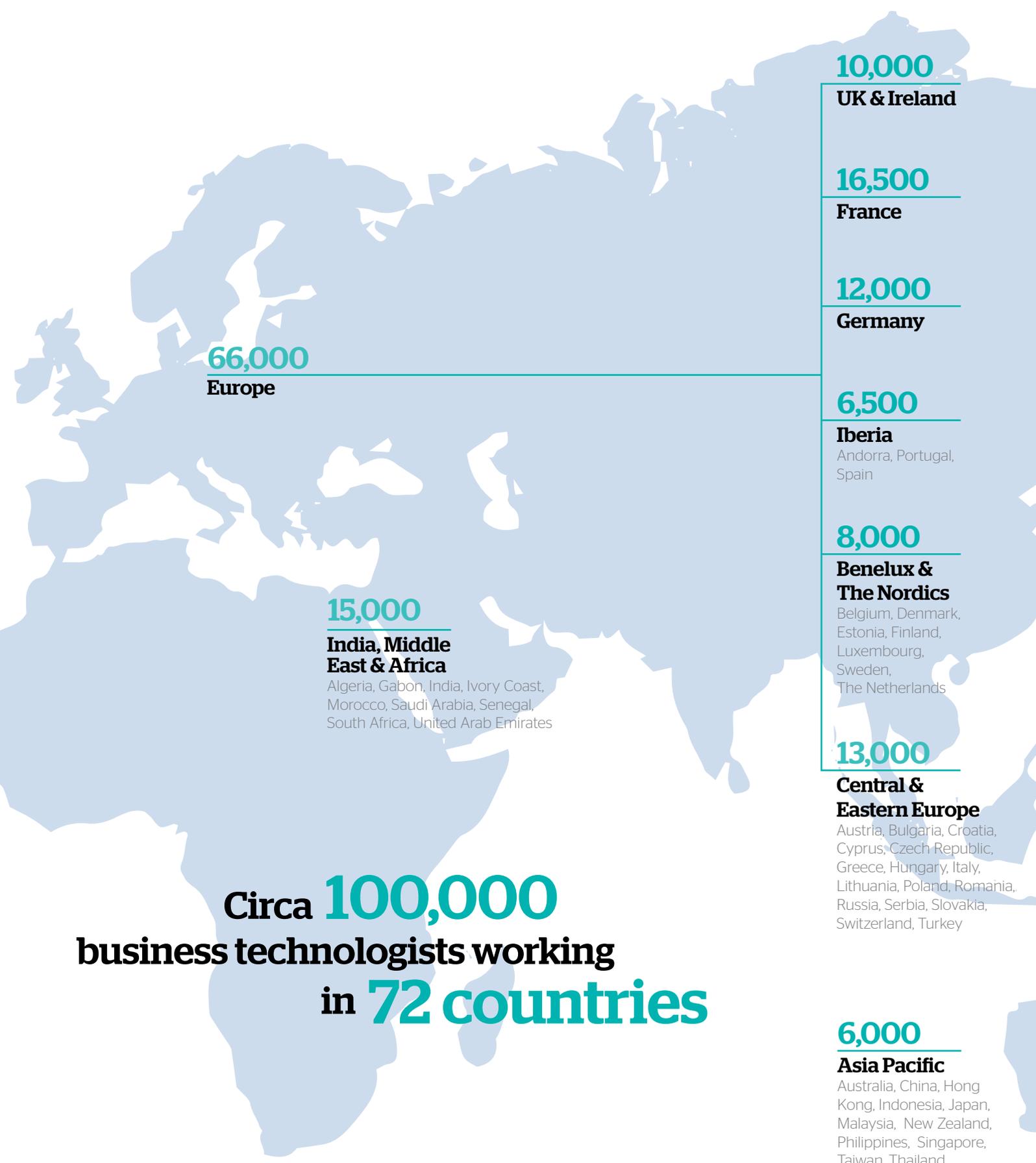
**9,000**  
**North American Operations**

**4,000**  
**South America**  
Argentina, Brazil, Chile, Colombia, Guatemala, Uruguay



**Philippe Mareine**  
Head of Human Resources

"We have the resources and the competences to be the undisputed partner of the digital transformation of our clients, wherever they may be. The Atos workforce is a vibrant mix of nationalities who excel in a collaborative and highly digitized environment. Our people, actively engaged in virtual communities, share their expertise across different geographies and business units to provide our customers with a truly world-class service."



Circa **100,000**  
 business technologists working  
 in **72 countries**

Employee breakdown by region as of January 2016

# Incubator for digital leaders

For Atos, prioritizing the development and inspirational management of its talents goes hand in hand with supporting customers in their digital transformation journeys. Using clear and transparent processes, Atos particularly cares about talents with a high potential so that we can give them the right opportunities for internal mobility and state-of-the-art global learning and development programs.



**Irene Polubabkina**  
Executive Assistant

## Juniors Group

Opportunities abound for Junior talents

"Being a part of Juniors Group was an absolutely unique and inspiring experience. Challenging tasks around functions and project work, multicultural teams and the possibility to learn new knowledge, outside of the daily business, really helped me to develop my strengths. It has also led to a new opportunity for me - I have accepted a new challenge in my career to take on the position of Executive Assistant to the Head of Atos Germany."



**Louis Assor**  
Global Account Executive  
for Airbus Group

## Gold for Managers

The future leaders of the company

"A single word to qualify this experience: "Unforgettable!" Forming a group of around 40 trainees, we had a great mix of diversity which went beyond thinking and challenge sharing through to business and cultural topics. It is the best way to learn again after school. I complemented some of my management skills and reached a better self-awareness of my leadership potential."



**Paul Hunt**  
Deputy CTO (BBC  
Account)

## Gold for Experts

Equipping Atos Talents with the best-in-class expertise

"The program is organized in collaboration with the Institute for Manufacturing at University of Cambridge, and Paderborn University. As part of this program I felt I had a much deeper understanding of how Atos can support its customers in their digital transformation."



**Mohammed El Mounni**  
ENSEIRB-MATMECA, France  
Intern, Atos

## Atos IT Challenge

An annual competition for students

"We competed with more than 50 teams of students from all around the world who were asked to create the best app related to the theme Connected Living. At the beginning our aim was to be among the finalists, we didn't expect to be the winning team! We developed an app called Comfort Train that helps train travelers find the least crowded carriage to sit in."



429 Gold

for Managers total alumni since the launch in 2010



120 Gold

for Experts total alumni since the launch in 2013



95%

of people who changed position at the end of the Juniors Group program



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

“Our Talent Management approach focuses on those employees who have special talent and high potential. We identify them to give them the best development opportunities and we promote them to ensure they learn and grow continuously to become our future leaders who will drive the digital journeys of our customers. At Atos, putting the right people in the right job at the right time is so much more than just a process.”

# Strategic focus on our digital skills

Atos' priority is to be the undisputed partner for the digitization of its clients. To meet our clients' expectations we are accelerating the development and acquisition of the best digital skills to lead them to their digital transformation.



**Joaquín Precioso Sánchez**  
Operations Manager

## Reinforcing our workforce's digitization skills

Atos business technologists are hugely motivated to develop and enhance their digital skills, which comprise technical, analytical and transformation skills. In 2015 more than 3,600 Atos employees achieved certifications in digital market areas, reinforcing their skills in technologies, methodologies, functions and consultancy and deepening their industry and sector knowledge. In 2016, Atos plans for more than 5,000 employees to have digital certifications.

"The reskilling program has improved both my technical and 'soft' skills which I am now using in my work. It has helped me gain new areas of practical knowledge, as well as a greater overall vision of the company."



**Kashish Bharti**  
Trainee

## Attracting the next generation of digital natives

To bring the very best talent into Atos, we created a partnership program in 2015 with 92 Tier One universities and business schools around the world. Even closer ties have been established with an elite group of 18 of these institutions and members of the Atos Executive Committee are working closely with faculties to ensure we recruit the best graduates. More than 3,000 interns and apprentices joined Atos in 2015, and currently more than half of our interns are offered permanent positions.

"Thanks to the close relationship between the National Institute of Technology in Srinagar, India and Atos, I was given a great opportunity to train with Atos where I am now a full-time employee. As well as gaining technical knowledge and certifications, I have learned many other things, like agility and flexibility, through training and working at Atos."



**Christine Hausknotz**  
Product Manager,  
Worldline

## In-house digital expert pools

Atos company Worldline and Atos service lines such as Big Data & Security are establishing pools of digital experts and engineers to share know how and solve problems in customer projects.

"Being nominated for the Worldline Expert Program has led to me being involved in Worldline's working groups on R&D governance and product management process definitions. I am now networking with other experts around the world."

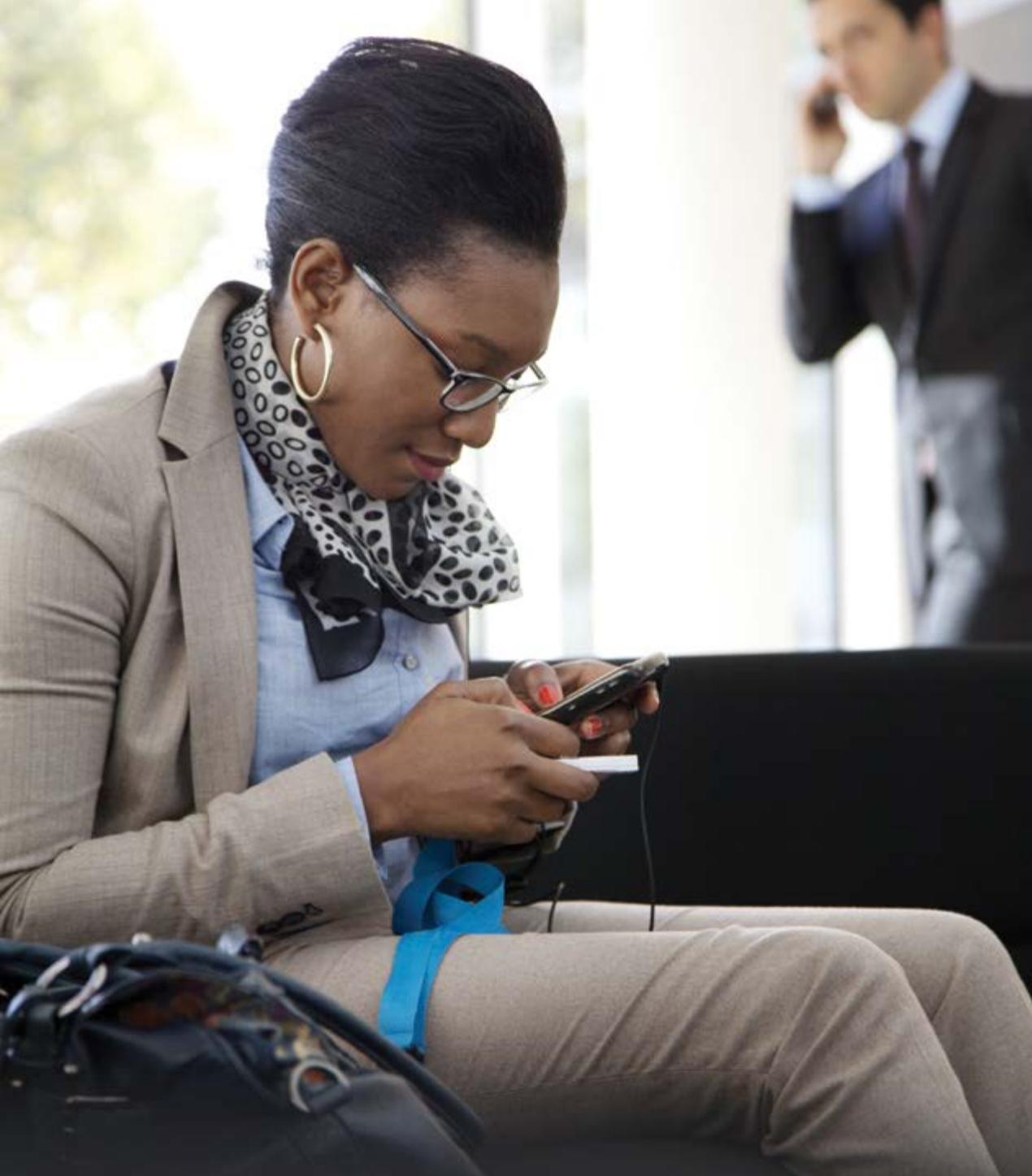


**Ester Bayon Ilarduya**  
Integration Testing  
Manager

## Opening up opportunities

Atos plans to accelerate the career paths for its talents working in the company. Its Internal First initiative led to internal hires filling half of our management level vacancies in 2015. MyMobility, a new digital platform launched in 2015, posts internal positions, including new digital-related roles, throughout the Group.

"Before moving to Rio de Janeiro to work on the Rio 2016 Olympic Games, I had always been keen to live and work abroad as it gives you the possibility to learn, grow and improve. It has been very rewarding to transfer my knowledge into the Olympic Games."



9,000  
certified experts  
in 2015



3,600  
certified experts  
in 2015 in digital  
market areas



3,500  
online communities  
active on daily basis  
on Atos enterprise  
social network  
blueKiwi

### Building a great place to work

Atos has created one of the most multicultural, social and collaborative work environments in the world. The Atos Wellbeing@work program continues to support Atos employees' career and skills development, inspire and recognize employees and its forward thinking initiatives encourage healthy living and a greater work-life balance. 75% of Atos employees around the world participated in the Great Place to Work surveys in 2015, with good progress achieved in many geographies: 17 Atos entities reached above 60% employee satisfaction (Great Place to Work Trust Index) with 7 Atos entities achieving above 70% employee satisfaction.

### The art of sharing

The Atos enterprise social network blueKiwi is now one of the largest in the world. Employees instinctively embrace digitization by working together in online communities, sharing expertise, knowledge and interests across entities and geographies. Internal emails have decreased by 70% since 2011, freeing up time and headspace for greater focus on Atos solutions and time to market. The company received the prestigious European Most Admired Knowledge Enterprise 2015 award in recognition of our strong culture of collaboration, leading to shareholder value creation.

# Sustainability frontrunners

As a responsible employer and an ethical business partner, Atos' aspiration is to create shared value for all our customers and other stakeholders. We believe that digital technologies can deliver a fairer and more inclusive world and can help protect our environment for generations to come.



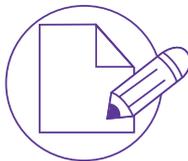
## Putting people first

As a global employer, it is a strategic priority for Atos to maintain a motivating and rewarding workplace for our talented business technologists. Our Wellbeing@work program uses the latest digital technologies to transform the way we work, enabling a new level of collaboration across our company and improving the work/life balance of our employees. In 2015, we accelerated digital skills training across our workforce and launched initiatives to attract top graduates and promote digital natives at Atos.



## A catalyst for change

Atos is leading the way in delivering sustainable, innovative solutions that can transform the business operations of our customers and create lasting value for society in general. We believe that digital innovation holds the key to sustainable growth. Thanks to our cutting-edge technologies in Cloud Computing, Data Analytics, Cybersecurity and Mobility, our customers are rolling out new products and services which maximize their profitability with a positive social and environmental impact.



## Insisting on the highest standards

Atos combines its pioneering approach to creating value for its clients from large volumes of data with the highest legal and ethical standards. In the area of data protection, it has taken the lead as the first IT company to gain authorization as a data controller and processor under Binding Corporate Rules from European data protection authorities. In 2015, a new version of our Code of Ethics was approved by our Board of Directors to reinforce compliance mechanisms and guarantee ethical behavior at all levels of the Group. Demanding ethical principles also steer Atos relationships with suppliers and with local communities.



## Towards sustainable business operations

The launch of the highly energy efficient Bull sequana supercomputer in 2015 demonstrated how Atos is supporting its clients to unlock the potential of large volumes of data with high energy efficiency and cost reductions. The latest generation of Atos data centers has also enabled dramatic increases in energy efficiency, which together with its smart solutions and carbon neutral hosting service, help Atos clients tackle both their business and environmental challenges.

Atos met its targets to reduce our corporate carbon footprint by 50% between 2012-2015 (2012 baseline) and at the end of 2015 we committed to a further set of ambitious goals for CO<sub>2</sub> reductions by 2020 and 2050 in line with the objectives of the COP 21 United Nations Conference on Climate Change.



In 2015, Atos produced its Corporate Responsibility Integrated Report in accordance with GRI G4 Comprehensive level and was the only multinational IT company to be listed "Gold" in both the European and World Dow Jones Sustainability Indices, consolidating its leadership in the IT sector.



Atos operates the Teide-HPC supercomputer located at the data center in Tenerife (Spain), all powered by renewable energy.



13,048 new employees entered the company in 2015



50% of carbon intensity reduction by the end of 2015 compared to 2012 baseline



44% total percentage of spend assessed by EcoVadis



**Olivier Cuny**  
General Secretary  
in charge of  
Atos Corporate  
Responsibility  
and Sustainability  
Program

“As a leader in digital transformation Atos is continuously investing in a proactive way in corporate responsibility and sustainability, building an integrated thinking approach to achieve its strategic goals. That is why we incorporate sustainability into all our operations and decision-making processes and use IT and innovation as key drivers for sustainability to help our clients to build their firms of the future.”

# Shareholders' Information

Atos SE shares are traded on the Paris Euronext Paris market under code **ISIN FRO000051732**. They were first listed in Paris in 1995.

## Information on stock

<b>Number of shares</b>	103,563,217
<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 NYSE</b>	Euronext Paris Compartment A
<b>Trading place</b>	Euronext Paris (France)
<b>Tickers</b>	ATO (Euronext)
<b>Code ISIN</b>	FRO000051732
<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 26, 2016: **Annual General Meeting**  
July 26, 2016: **First Half 2016 Results**  
October 20, 2016: **Third Quarter 2016 Revenue**

## Contacts

Institutional investors, financial analysts and individual shareholders may obtain information from:

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+33 (0) 1 73 26 02 27

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 the stake of the reference shareholder Siemens AG holding a stake of 12.1% of the share capital which it committed to keep until September 30, 2020.

The former reference shareholder, PAI Partners (Financière Daunou 17), declared on March 3, 2015 to the AMF (Autorité des Marchés Financier; Financial Markets Authority) having crossed downwards the threshold of 5% of the capital and voting rights of the Company following the sale off-market of 9,200,000 shares of the Company as part of an Accelerated Book Building procedure.

Stakes owned by the employees and the members of the Board of Directors as well as treasury shares are also excluded from the free float.

On December 31, 2015	Shares	% of share capital	% of voting rights
<b>Siemens</b>	12,483,153	12.1%	12.1%
<b>Board of Directors</b>	652,134	0.6%	0.6%
<b>Employees</b>	2,257,667	2.2%	2.2%
<b>Treasury stock</b>	694,584	0.7%	-
<b>Free float</b>	87,431,704	84.5%	85.0%
<b>Total</b>	103,519,242	100.0%	100.0%

## Dividend policy

During its meeting held on February 23, 2016, the Board of Directors decided to propose at the next Ordinary General Meeting of shareholders the payment in 2016 of a dividend of € 1.10 per share in 2016 on the 2015 results.

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

Fiscal period	Dividend paid per share (in €)
2014	0.80
2013	0.70
2012	0.60

## Atos' share performance in comparison with indices

Atos' share price finished 2015 up +17% at € 77.45, significantly outperforming the French reference Index CAC 40 (+9%) and above its European peers in the technological sector DJ EuroStoxxTechno (+15%). In the US, market performance was much below with for example the S&P 500 down (-1%) and the Nasdaq up (+6%).

Atos market capitalization reached €8,018 million at the end of 2015.

## Share value for "ISF" purposes

The closing share price on December 31, 2015 was € 77.45. The average closing share price over the last 30 stock market trading days of 2015 was € 77.19 compared to € 59.13 for the same period in 2014.

# To Find Out More

## Atos 2015 Reports



### Find out more about us

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