Natixis
Séminaire
“Valeurs françaises”

Geneva
Wednesday 21 November, 2012
Disclaimers

This document contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability in the future. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2011 Reference Document filed with the Autorité des Marches Financiers (AMF) on April 5th, 2012 under the registration number: D12-0288 and its update filed with the Autorité des Marchés Financiers (AMF) on August 2nd, 2012 under the registration number: D. 12-0288-A01.

Global Business Units include Germany, France, United Kingdom & Ireland, Benelux (The Netherlands, Belgium and Luxembourg), Atos Worldline (French, German, Belgian, Asian and Indian subsidiaries), Central & Eastern Europe (CEE: Austria, Bulgaria, Croatia, Serbia, Poland, Czech Republic, Russia, Romania, Slovakia and Turkey), North America (NAM: USA and Canada), North & South West Europe (N&SW Europe: Switzerland, Italy, Denmark, Finland, Sweden & Greece), Iberia (Spain and Portugal), and Other Business Units including Major Events (including MSL), Latin America (Brazil, Argentina, Mexico, Colombia and Chile), Asia Pacific (Japan, China, Hong Kong, Singapore, Malaysia, Indonesia, Philippines, Taiwan, Thailand and Australia), IMEA (India, Middle East, Morocco and South Africa), blueKiwi and Atos Worldgrid (including E-Utile).

Revenue organic growth is presented at constant scope and exchange rates.

The AtoS pro forma financial information for the 18 months to 30 June 2011 comprises the results of the former Atos Origin perimeter and the acquired scope of the ex Siemens IT Services (SIS), as if AtoS had been in existence since 1 January 2010. The information is provided as guidance only; it is not audited and, as pro forma information, it does not give a full picture of the financial position of the Group. The key assumptions used in the preparation of the information are as follows:

– The pro forma information has been prepared using accounting policies consistent with those used in the historic Atos Origin interim and year-end financial statements;
– Pro forma tax is based on the estimated effective rate of tax for AtoS for the relevant periods applied to pro forma profit before taxation.
– The pro forma Profit and Loss account excludes significant exceptional items as being non-recurring, notably provisions on contract risks recorded in the first semester 2011.
Agenda

1. Q3 2012 performance reminder
2. Atos growth drivers
3. Q&A session
Q3 2012 performance reminder
Q3 2012 Highlights

Revenue (EUR m)
2,181
(Q3 2011*: EUR 2,177 m)

Revenue organic evolution
+0.2%
(Q3 2011: -0.3%)

Backlog (EUR bn)
15.3
(1.7 years of revenue vs. 1.6 years in Q3 2011)

Net cash (EUR m)
+112
(June 2012: EUR 101 m)

Total Group number of employees
75,900

Book to bill
116%
(121%)
(excluding Siemens)
(Q3 2011: 96%)

* At constant scope and exchange rates
Main wins in the last 12 months

- **December**: a global seven year contract with **Bayer**
- **March**: a 10 year contract worth in excess of £100 million with **EDF Energy** to provide data-center services in the UK
- **May**: a five-year IT outsourcing contract worth £140 million with the UK **Nuclear Decommissioning Authority**
- **June**: Outsourcing contract renewal with **the first German bank**
- **June**: Systems Integration contract with **Orange FT**
- **July**: a multi-year first generation outsourcing contract with **McGraw-Hill** in the US
- **August**: five year BPO contract with the **Department of Health** in the UK
- **September**: a seven-year IT outsourcing contract with **PostNord** in Scandinavia
- **September**: Managed Services contract with **Postbank**
- **September**: BPO contract with the **Department of Work and Pensions** in the UK
Q3 2012 backlog evolution: a strong improvement (in EUR billion)

<table>
<thead>
<tr>
<th>Date</th>
<th>Scope* and FX effect</th>
<th>Revenue Q3 2012</th>
<th>Order Entry Q3 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>30/06/2012</td>
<td>EUR 14.9 B</td>
<td>0.1</td>
<td>0.4 year</td>
</tr>
<tr>
<td></td>
<td>1.7 years of revenue</td>
<td>1.8 years</td>
<td>EUR 15.3 B</td>
</tr>
<tr>
<td></td>
<td>C &amp; TS</td>
<td>2.2</td>
<td>1.0 year</td>
</tr>
<tr>
<td></td>
<td>HTTS &amp; SB</td>
<td>2.5</td>
<td>2.3 years</td>
</tr>
<tr>
<td></td>
<td>Systems Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managed Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30/09/2012</td>
<td>EUR 15.3 B</td>
<td>0.1</td>
<td>0.4 year</td>
</tr>
<tr>
<td></td>
<td>1.7 years of revenue</td>
<td>1.8 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C &amp; TS</td>
<td>2.2</td>
<td>1.0 year</td>
</tr>
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<tr>
<td></td>
<td>Systems Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managed Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*acquisition of DAESA in Spain
**Robust commercial activity**

- Excluding Siemens, book to bill ratio over the first nine months of the year was 120 per cent with all Verticals above 100 per cent

<table>
<thead>
<tr>
<th>Vertical</th>
<th>YTD 2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing, Retail &amp; Services</td>
<td>100%</td>
</tr>
<tr>
<td>Public sector, Healthcare &amp; Transport</td>
<td>134%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>112%</td>
</tr>
<tr>
<td>Telecoms, Media &amp; Technology</td>
<td>132%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>125%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>120%</strong></td>
</tr>
</tbody>
</table>

*excluding Siemens*
A very stable and promising Pipeline (in EUR million)

Qualified Pipeline value

<table>
<thead>
<tr>
<th>Dec-11</th>
<th>Mar-12</th>
<th>Jun-12</th>
<th>Sep-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>EUR 5.2 B</td>
<td>EUR 5.1 B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15%</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13%</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22%</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDF Energy</td>
<td>Postnord</td>
<td>Orange - FT</td>
<td>DWP PIP</td>
</tr>
<tr>
<td>Renault</td>
<td>Postbank</td>
<td>Deutsche Bank</td>
<td></td>
</tr>
<tr>
<td>McGraw-Hill</td>
<td>NDA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Deals above EUR 100 million | Deals between EUR 50 - 100 million | Deals below EUR 50 million

Very stable and promising Pipeline (in EUR million)
Q3 2012 revenue performance by Service Line

- Growth in 2 of 4 Service Lines thanks to Atos’ recurring profile and new businesses won in 2012

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>Q3 2012</th>
<th>Q3 2011*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Services</td>
<td>1,038</td>
<td>1,029</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>515</td>
<td>523</td>
<td>-1.5%</td>
</tr>
<tr>
<td>HTTS &amp; Specialized Businesses</td>
<td>488</td>
<td>474</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Consulting &amp; Technology Services</td>
<td>140</td>
<td>150</td>
<td>-7.0%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>2,181</strong></td>
<td><strong>2,177</strong></td>
<td><strong>+0.2%</strong></td>
</tr>
</tbody>
</table>

* Constant scope and exchange rates
### Q3 2012 revenue performance by GBU

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>Q3 2012</th>
<th>Q3 2011*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>427</td>
<td>443</td>
<td>-3.7%</td>
</tr>
<tr>
<td>United-Kingdom &amp; Ireland</td>
<td>426</td>
<td>387</td>
<td>+10.0%</td>
</tr>
<tr>
<td>Benelux</td>
<td>236</td>
<td>242</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>228</td>
<td>223</td>
<td>+2.3%</td>
</tr>
<tr>
<td>France</td>
<td>228</td>
<td>228</td>
<td>+0.0%</td>
</tr>
<tr>
<td>North America</td>
<td>147</td>
<td>141</td>
<td>+4.4%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>136</td>
<td>143</td>
<td>-4.9%</td>
</tr>
<tr>
<td>North &amp; South West Europe</td>
<td>99</td>
<td>105</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Iberia</td>
<td>71</td>
<td>79</td>
<td>-10.4%</td>
</tr>
<tr>
<td>Other BUs</td>
<td>183</td>
<td>186</td>
<td>-1.7%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td>2,181</td>
<td>2,177</td>
<td>+0.2%</td>
</tr>
</tbody>
</table>

* Constant scope and exchange rates
9M 2012 revenue performance by Service Line

Growth in recurring businesses over-compensating cyclical activities.

<table>
<thead>
<tr>
<th>Service Line</th>
<th>YTD 2012</th>
<th>YTD 2011*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Services</td>
<td>3,063</td>
<td>2,997</td>
<td>+2.2%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>1,582</td>
<td>1,611</td>
<td>-1.8%</td>
</tr>
<tr>
<td>HTTS &amp; Specialized Businesses</td>
<td>1,455</td>
<td>1,410</td>
<td>+3.2%</td>
</tr>
<tr>
<td>Consulting &amp; Technology Services</td>
<td>447</td>
<td>466</td>
<td>-4.1%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>6,547</strong></td>
<td><strong>6,483</strong></td>
<td><strong>+1.0%</strong></td>
</tr>
</tbody>
</table>

* Constant scope and exchange rates
### 9M 2012 revenue performance by GBU

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>YTD 2012</th>
<th>YTD 2011*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>1,266</td>
<td>1,234</td>
<td>+2.6%</td>
</tr>
<tr>
<td>United-Kingdom &amp; Ireland</td>
<td>1,238</td>
<td>1,149</td>
<td>+7.8%</td>
</tr>
<tr>
<td>Benelux</td>
<td>729</td>
<td>765</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>685</td>
<td>677</td>
<td>+1.3%</td>
</tr>
<tr>
<td>France</td>
<td>728</td>
<td>742</td>
<td>-1.8%</td>
</tr>
<tr>
<td>North America</td>
<td>423</td>
<td>394</td>
<td>+7.1%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>405</td>
<td>414</td>
<td>-2.3%</td>
</tr>
<tr>
<td>North &amp; South West Europe</td>
<td>302</td>
<td>310</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Iberia</td>
<td>235</td>
<td>252</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Other BUs</td>
<td>536</td>
<td>546</td>
<td>-1.8%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>6,547</strong></td>
<td><strong>6,483</strong></td>
<td>+1.0%</td>
</tr>
</tbody>
</table>

* Constant scope and exchange rates
Q3 2012 cash flow and net cash position (in EUR million)

Statutory net cash 30/06/12 | Dividend | Free cash flow Q3 2012 | Acquisitions* | Statutory net cash 30/09/12
--- | --- | --- | --- | ---
101 | -15 | +32 | -6 | 112

* acquisition of DAESA in Spain
Q3 2012 Group headcount evolution

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21 November 2012

Headcount as of 30/06/12 | Scope effect* | Hiring | Leavers | Restructuring & dismissals | Headcount as of 30/09/12
--- | --- | --- | --- | --- | ---
75,329 | +236 | +3,155 | -1,965 | -854 | 75,900

* acquisition of DAESA in Spain
### 2012 Objectives

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

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

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

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

- **Earnings per share (EPS)**
  - The Group ambitions an EPS (adjusted, non diluted) in line with the +50 per cent increase targeted for 2013 compared to 2011 statutory.
Atos growth drivers
Atos at the leading hedge of the IT services market evolution

“Community enabling IT”
“Business enabling IT”
“Foundation IT”

Mainframe
PC
Network Computing

1960s
1980s
2000s

Social IT
Cloud

Mobility
Embedded devices
Big data

market size
frequent transactions
process automation
support of individual workflows

New offerings

IT to support communities (IT for us)
IT to support core business (IT for my clients)
IT to support internal operations (IT for me)

Your business technologists. Powering progress
### Atos’ reinforced portfolio in innovation

**Offerings go-live in H2 2012**

<table>
<thead>
<tr>
<th><strong>Q3 2012</strong></th>
<th><strong>Q4 2012</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Omni commerce (multichannel)</td>
<td>Consumercloud (ex orange) &amp; Offence processing center</td>
</tr>
<tr>
<td>Mobile wallet</td>
<td>eGo (tactile transaction system)</td>
</tr>
<tr>
<td>CUG suite (QE)</td>
<td>Close loop service vouchers</td>
</tr>
<tr>
<td>Yunano CRM in English available on Canopy</td>
<td>Yunano ERP in English available on Canopy</td>
</tr>
<tr>
<td>Canopy data center in Furth</td>
<td>Yunano ERP and CRM in French available on Canopy</td>
</tr>
</tbody>
</table>

**HTTS / Atos Worldline**

- Microsoft A3C in France
- Yunano CRM in English available on Canopy
- Yunano ERP in English available on Canopy
- Yunano ERP and CRM in French available on Canopy
- New SaaS offerings on Canopy (Documentum, Zimbra, PLM..)

**Cloud computing**

- Connected Vehicles
- Connected Health
- blueKiwi ZEN available on Canopy
- blueKiwi marketing in Europe
- Close loop service vouchers

**Enterprise Social Network**

- Connected Health
- Connected Vehicles
- blueKiwi marketing in Europe
- blueKiwi ZEN available on Canopy

**Contextual mobility**

- Connected Health
- Connected Vehicles
- blueKiwi marketing in Europe
- blueKiwi ZEN available on Canopy

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21 November 2012
HTTS: delivering B-to-B-to-C end-to-end digital services across all industries

High-Tech Transactional Services

End users’ needs and behaviours

ATOS HTTS for our B-to-B customers Platforms & services

Result oriented during design, build to run

Payments (€0.7B)
- Card Payments Processing
- Online Payments
- Mobile Payments

Loyalty, CRM, Smart Ticketing, kiosks...
E-commerce, E-administration, ...
M-Commerce, connected cars, M-banking...

→ and : E-tolling, Radars, etc...

eCS (€0.5B)

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Your business technologists. Powering progress
Strong similarities between Payment and eCS transactions

End Consumer Volume driven
- Double digit growth of e-commerce
  
  *(Mobile eCommerce revenue in Europe: from €1.7 billion in 2011 to €19.2 billion in 2017, i.e. 6.8% of total web sales. Forrester 2012)*
- 12 percent growth of smartphone devices
  
  *(2012-2016, IDC)*

Same technological challenges
- Real time, highly secured, industrial volumes, scalability
- All connectivity technologies needed (M2M, mobile, IP...)

Same business areas
- Retail and commerce
- Banking
- Public sector
- Transportation

Two similar business models
⇒ One industrial logic in Atos through HTTS
2.2 billion acquiring transactions
28 million credit cards and debit cards
5 million fuel cards

153 million withdrawals
374 million remote payments
34 million mobile phone prepaid transactions
477 000 terminals worldwide

In Continental Europe
#1 Internet Payment Gateway*
#2 largest acquiring processor*

In Benelux
#1 Commercial acquirer

* : based on Atos estimates
HTTS business line is an important source of profitable growth.

- **+4%** revenue organic growth with an expected total year revenue EUR 1.2 billion driven by international expansion (HTTS new countries)

- **15%+** operating margin rate and **20%+** EBITDA

- **Delivery of a real, resilient and sustainable growth thanks to**
  - digital services are pervasive in the day to day connected world
  - overall volume of electronic transactions is growing fast and steady
  - our contracts are multi years and recurring; predictable commitments were signed with top companies in many industries around the world
Atos and the Cloud

Cloud is the key growth factor of future IT spend

Cloud IT spending

Source: Forrester 2011

Strong open partnership ecosystem through co-investment, JVs and acquisitions in selected areas

Enable the transformation of our clients to the Cloud
- Security
- IaaS/PaaS
- Consulting

Enable the shift to SaaS for leading software vendors
- Multi tenant architecture
- Pay per use

Reinforcing Atos SaaS portfolio
- Partnership
- Acquisitions
- blueKiwi

CANOPY and YUNANO going live as planned

X 5

Dollars ($B)

Source: Forrester 2011

Your business technologists. Powering progress
“Zero Email”™ ambition
Exploring new ways of working

Acquisition of bluekiwi
(April 2012)

▶ European leader in Enterprise Social Networks software

▶ blueKiwi new version released in October to support Atos Zero Email™ communities
  – New features: outlook interconnector, social analytics, ...
  – Operated on Atos Cloud platform (Canopy)

Picture of the live Zero Email™ communities (47 communities, 5,000 employees) being piloted at Atos
Atos in the Smart Mobility: End-to-end approach with a transaction model leveraging context

Connectivity is changing basically the way our clients do business and their business

- A new generation of wireless devices, sensors
- Mobile overtaking Fix
- Real-time and contextual
- Mobile Apps: EUR 15 billion in 2015

“Context Providers will have the strongest position in Mobility as Search Engines have in the Web”

Gartner

Atos answers

- Atos recognized as a leading player
- Atos Smart mobility offering, a two way approach to the Mobile Market
  - Enterprise Mobility for Employees
    - Workforce enablement
    - Enterprise mobile apps
  - Contextual Mobility for
    - Customers
    - Citizens
    - Patients
- Connected Car & Car Electronics such as Renault contract
- Atos 1st IT challenge for universities around mobility

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21 November 2012
Atos growth drivers

A much stronger top-line engine

- Atos new MS and SI market repositioning
- HTTS momentum improved
- New Growth initiatives (Cloud, Canopy, ...)
- Service quality
- eXpand
- 2012 sales performance in Europe and US
Q&A session
From Questions to Answers
Thank you

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