Citi 2013 Global Technology Conference

- Tuesday, September 3rd, 2013

- New York

Your business technologists. Powering progress
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 2012 Reference Document filed with the Autorité des Marches Financiers (AMF) on April 3rd, 2013 under the registration number: D13-0271.

- Business Units include Germany, France, United Kingdom & Ireland, Benelux & The Nordics (The Netherlands, Belgium, Luxembourg, Denmark, Finland, and Sweden), Atos Worldline (French, German, Belgian, Asian, and Indian subsidiaries), Central & Eastern Europe (CEE: Austria, Bulgaria, Croatia, Serbia, Poland, Czech Republic, Russia, Romania, Slovakia, Switzerland, Italy, and Turkey), North America (USA and Canada), 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), India, Middle East, Morocco, South Africa, New Business Ventures (blueKiwi, Yunano and Canopy).

- Revenue organic growth is presented at constant scope and exchange rates. 2013 objectives have to be considered with exchange rates as of 31 December 2012.

- Adjusted (non diluted) Earnings Per Share (EPS) represents the net income adjusted of restructuring, rationalization and customer relationship amortization, net of tax, divided by the weighted average number of shares during the year.

- Worldline figures are best estimates made by the company during the carve-out process and are unaudited.

Your business technologists. Powering progress
Agenda

1. Atos profile and performance
2. H1 2013 key figures
3. Key levers for value enhancement going forward
4. worldline e-payment services
5. Key takeaways
6. Q&A session
Atos profile and performance
Atos: Grown through acquisitions to become a Tier One global player and European IT Leader

Revenue 2012: EUR 8,844 million
No. of Employees: 77,000
Countries: 47

- No. 7 worldwide in IT Services
- No. 1 European player in Managed Services
- No. 1 electronic payment player in Europe
- Tier One industry recognition: Leader in Gartner’s Magic Quadrant in DataCenter, Infrastructure Utility, Helpdesk and Desktop Outsourcing
- Tier One customer base: E.g. Siemens, BNP Paribas, KPN, EDF, Department of Work and Pensions, BBC, NS&I, McGraw Hill, NSN, etc.
- Global IT-Partner of the Olympic & Paralympic Games since 1992

“Our vision for the future: to accelerate progress by uniting people, business and technology.”
Atos business profile

Revenue by Service Line

- Managed Services
- Systems Integration
  of which 8% of Application Management
- HTTS & Specialized Businesses
  including e-payment
- Consulting & Technology Services

77% of revenue based on multi-years contracts

A company having:

- 77% of recurring multi-years revenue,
- a strong sales track record with EUR 10 billion order entry in 2012
- a dedicated electronic payment international entity of EUR 1.1 billion revenue
Delivering on commitments and enhancing shareholders value

- **Revenue** (in EUR million)
  - 2009: 5,127
  - 2012: 8,844
  - Increase: x1.7

- **Operating margin** (in EUR million and % of revenue)
  - 2009: 291
  - 2012: 580
  - Increase: x2
  - Margin: 5.7% to 6.6%

- **Net cash position** (in EUR million)
  - Dec. 2008: 359
  - June 2013: 359

- **Free cash flow** (in EUR million)
  - 2009: 117
  - 2012: 259
  - Increase: x2.2

Market capitalization x3.5 to EUR 5 billion
Strong discipline in the execution of transformation programs

A new Program “Tier One Program”

Total Operational Performance “Turnaround program”

2 years plan to turnaround and integrate SIS
« The right to become a Tier one company »

3 years plan to catch up with competitors:
« The right to grow »

3 years plan: to achieve best in class quality, with more advanced technologies and the best talents.
« The right to be the Leader »

Size

Best in class company

01/2009  07/2011  01/2013
## 2013 Objectives

<table>
<thead>
<tr>
<th>2013</th>
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</table>
| **Revenue**  
  - The Group expects to **continue to slightly grow** compared to 2012. |
| **Operating margin**  
  - The Group has the objective to improve its operating margin rate to **around 7.5 percent** of revenue compared to 6.6 percent in 2012. |
| **Free Cash Flow**  
  - The Group has the ambition to achieve a free cash flow above **EUR 350 million**. |
| **Earnings per share (EPS)**  
  - The Group ambitions an EPS (adjusted, non diluted) representing an increase of **+50 percent** compared to 2011 statutory (up +25 percent compared to 2012). |
H1 2013 key figures
### H1 2013 performance

<table>
<thead>
<tr>
<th></th>
<th>H1 2013</th>
<th>H1 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue (EUR m)</strong></td>
<td>4,290</td>
<td>4,316</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td>6.5% EUR 279 m</td>
<td>5.6% EUR 244 m</td>
</tr>
<tr>
<td><strong>Free cash flow (EUR m)</strong></td>
<td>158</td>
<td>127</td>
</tr>
<tr>
<td><strong>Net cash (EUR m)</strong></td>
<td>359</td>
<td>101</td>
</tr>
</tbody>
</table>

*Revenue and operating margin at constant scope and exchange rates*
### H1 2013 performance

<table>
<thead>
<tr>
<th>Net income Group share (EUR m)</th>
<th>H1 2013</th>
<th>H1 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>116</td>
<td>102</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Book to bill</th>
<th>106%</th>
<th>113%</th>
</tr>
</thead>
</table>

| Backlog (EUR b)               | 15.5    | 14.9    |
|                               | 1.8 years of revenue | 1.7 years of revenue |

| Total number of employees     | 77,105  | 75,329  |

Citi 2013 Global Technology Conference
Sept. 3rd, 2013
H1 2013 commercial activity

**Book to bill**

<table>
<thead>
<tr>
<th></th>
<th>H1 2013</th>
<th>H1 2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyclical activities</td>
<td>98%</td>
<td>99%</td>
</tr>
<tr>
<td>Recurring businesses</td>
<td>110%</td>
<td>121%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td>106%</td>
<td>113%</td>
</tr>
</tbody>
</table>

**Pipeline**

Weighted pipeline was at EUR 5.0 billion

**Cyclical activities**

- H2 2011*: 101%
- H1 2012*: 99%
- H2 2012*: 120%
- H1 2013: 98%

**Recurring businesses**

- H2 2011*: 107%
- H1 2012*: 121%
- H2 2012*: 110%
- H1 2013: 110%

*Statutory figures*
Backlog to revenue evolution by Service Line

Total backlog at EUR 15.5 billion at the end of June 2013

Managed Services

- **Managed Services**
  - Jun-12: 2.3
  - Dec-12: 2.2
  - Jun-13: 2.2

HTTS & Specialized Businesses

- **HTTS & Specialized Businesses**
  - Jun-12: 1.6
  - Dec-12: 1.8
  - Jun-13: 2.2

Systems Integration

- **Systems Integration**
  - Jun-12: 1.0
  - Dec-12: 1.1
  - Jun-13: 1.1

Consulting & Technology Services

- **Consulting & Technology Services**
  - Jun-12: 0.5
  - Dec-12: 0.5
  - Jun-13: 0.6

Backlog to revenue* (in number of year)

* Figures reported to 2012 revenue at June 2013 exchange rates
Key levers for value enhancement going forward
Key levers for value enhancement going forward

Accelerate Cloud services development

Reinforce profitability in System Integration

Global leadership in Managed Services

Profitable growth through innovative offerings
Global leader in Managed Services

Key figures
- EUR 4 billion annual revenue
- 28,000 staff worldwide in 47 countries
- 30% in near/off shore locations

Capabilities
- **Server management**: 90,000 servers (UNIX, Linux, Windows)
- **Desktop**: 2.7 million seats & 40 million calls / year
- **Data Centers**: 30 main Data Centers; >40,000 m²

Managed Services revenue mix by portfolio
- Infrastructure and Cloud Services: 42%
- Workplace: 30%
- Application Operation: 12%
- Network and communication: 11%
- Mainframe: 5%

- **ERP Applications**: 900,000 SAP users
- **Network & Security Services**: 50,000 managed network devices

- Tier One Program to leverage large international deals
- Industrialization through the delivery by Global Factories
- Leadership positioning in key Gartner magic quadrants
Reinforce profitability in System Integration

Key figures
- EUR 2 billion annual revenue
- 23,500 staff worldwide in 47 countries
- 7,000 staff in 7 offshore locations

Practices
- **Solutions**: Creating business value by leveraging technology with 33 offerings
- **SAP**: Rationalization and integration of SAP to create business value: 9,735 consultants supporting > 500,000 SAP Business users and > 5,000 SAP Instances
- **Application Management**: Leader on transformation AM deals

- **Tier One Program** to improve significantly operational profitability
- Increase offshore capabilities
- Leveraging key offerings and partnerships
Atos ambition in Cloud

- **Major player** in the **Private Cloud** area for **large public** and private organizations

- A specific **focus on vertically oriented** services and enterprise level integration

- Cloud is already **a reality** for years **in Atos** with circa EUR 200 million of revenue in 2012, now consolidated within Canopy our specialized JV with EMC² and VMware

Ambition to grow above the Cloud IT market rate (x5 in 2020 – Source Forrester 2011)
# Extensive Cloud portfolio

## Canopy Consulting

### Strategy
- Canopy Strategic Advisory Services

### Professional Services
- Canopy Transformation Services

## Canopy SaaS

### Core applications
- Canopy PLM powered by Siemens Teamcenter
- Canopy Contracts powered by EMC Beach Street
- Canopy CRM powered by Microsoft Dynamics or Yunano

### Cross applications
- Canopy Enterprise Mobility powered by SAP
- Canopy Remote Backup powered by EMC Mozy
- Canopy Archive powered by EMC SourceOne

## Canopy PaaS

### Production Platforms
- Canopy SAP Platform

### Dev and Test Platforms
- Canopy CDE for Java powered by VMware

## Canopy Infrastructure

### Managed Cloud
- Canopy Helix Nebula powered by OpenNebula
- Canopy Trusted Agile Infrastructure
- Canopy Cloud Infrastructure Services

### Private Cloud
- Canopy Next Generation Workspace
- Canopy Realtime Business Platform powered by SAP HANA
- Canopy Enterprise Private Cloud powered by VCE

## Collaboration

<table>
<thead>
<tr>
<th>Canopy ECM powered by EMC Documentum</th>
<th>Canopy A3C powered by Microsoft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canopy SharePoint</td>
<td>Canopy Email powered by VMware Zimbra</td>
</tr>
<tr>
<td>Canopy Program Mgmt powered by Microsoft</td>
<td>Canopy Anytime Files powered by Citrix</td>
</tr>
</tbody>
</table>

## Development strategy:
- **Vertical SaaS**
- **Business process-aaS**
- **Cloud transformation expertise combining classic ITO and cloud**
Profitable growth through innovative offerings

- Initiated by the Atos Scientific Community
- Industrialized development in the Service Lines and Worldline
- Global and local offering managers
- Structured sales strategy
- Supported by training, communication, and branding
Wordline presentation

leading European player in e-payment services

GLOBAL INTEGRATION
BRAND RECOGNITION
EFFICIENT OPERATION
GROWTH ACCELERATION
Key figures and geographical presence of Worldline

Key figures

- EUR 1.1 billion revenue
- 15% operating margin rate
- EUR ~100 million free cash flow

7,100 staff in 17 countries

Worldline's geographical presence:

- Latin America: Argentina, Chile
- Asia Pacific: China, Hong Kong, Indonesia, Malaysia, Singapore, Taiwan
- Europe: UK, Germany, Benelux, Spain, France, Austria, Benelux, India, 330

Worldwide staff distribution:

- Latin America: 320
- Asia Pacific: 440
- Europe: 2,860, 1,140, 875, 625, 500
A client-centric e-Payment company built around 3 Global Business Lines

**Merchant Services & Terminals**
- EUR 353 million revenue in 2012
- Commercial acquiring and acceptance services
- Online services
- Private label cards and loyalty services
- Payment terminals

**Mobility & e-Transactional Services**
- EUR 341 million revenue in 2012
- e-Government services (tolling systems, fine processing centers,...)
- e-Ticketing solutions and services
- e-Consumer and mobility services

**Financial Processing & Software Licensing**
- EUR 375 million revenue in 2012
- Issuing processing services
- Acquiring processing services
- Online banking platforms
- Payment software licensing
A European leading multi-channel transactional specialist focused on value added services

A leading position

Payment transactions volumes in 2012
- 2.2 billion of acquiring transactions
- 51 million of credit and debit cards
- 568 million of remote payment
- Over 1 million terminals

Digital transactions volumes in 2012
- 2.2 billion calls (IRV & contact centers)
- 3 billion SMS (Short Message Services), +85 percent growth compared to 2011
- 68 million email boxes

N°1 Commercial acquirer in Benelux
N°1 e-Commerce payment provider in France
N°1 POS acceptance platform in Germany
N°1 Issuing processing in Germany
N°1 POS Terminal provider in the Netherlands
N°1 DCC acquiring provider in India
Leading Issuing solution provider in Asia
Estimated revenue in Europe (in EUR billion)

- Gemalto: 1.1
- First Data: 0.7
- NETS: 0.7
- Worldpay: 0.7
- Ingenico: 0.6
- Edenred: 0.5
- FNI: 0.4
- Wirecard: 0.4
- Global Payments: 0.4
- Equens: 0.4
- SIA: 0.3
- Fiserv: 0.2
- TSS: 0.2
- SIX Payment Services: 0.2

Sources: Atos, companies, analysts consensus
Key takeaways
Key takeaways

Robust company performance

▶ Successful integration of Siemens SIS delivered
▶ H1 2013 performance in line with FY 2013 guidance and 3 years plan 2011 - 2013
▶ Strong commercial momentum created since 2011 with record-high backlog

Key levers for future operational performance improvement

▶ Tier One Program set-up on gross margin to reach best in class KPIs
▶ Worldline carve-out completed as a first step for its development
▶ Continuous investment in innovation: Payment, Cloud, Big Data,…

After completion of SIS integration and Worldline carve-out, the Group is ready for its next journeys
Q&A session
From Questions to Answers
Thank you