JP Morgan European Technology CEO Conference

Tuesday June 18th, 2013

- London
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.

- 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), 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) and Atos Worldgrid (French, German, Spanish, and Italian subsidiaries).

- 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.
Atos: Grown through acquisitions to become a Tier One global player and European IT Leader

### Revenue 2012
- **EUR 8,844 million**

### No. of Employees
- **76,400**

### Countries
- **47**

#### Key Achievements
- No. 1 European player in Managed Services
- Executed largest IT services and people merger in the last 5 years; Franco-German merger recognized as very successful
- Transformed the company to a Societas Europaea
- Global IT-Partner of the Olympic & Paralympic Games since 1992
- 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.

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

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Your business technologists. Powering progress
A continuous shareholder value creation

**Market cap. (EUR billion)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Market Cap (EUR billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 November 2008</td>
<td>1.3</td>
</tr>
<tr>
<td>13 December 2010 (pre-SIS)</td>
<td>2.4</td>
</tr>
<tr>
<td>14 June 2013</td>
<td>4.7</td>
</tr>
</tbody>
</table>

**Net debt / cash (EUR billion)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Net Debt / Cash (EUR billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 November 2008</td>
<td>-0.4</td>
</tr>
<tr>
<td>13 December 2010 (pre-SIS)</td>
<td>-0.2</td>
</tr>
<tr>
<td>31 March 2013</td>
<td>0.3</td>
</tr>
</tbody>
</table>

From net debt to net cash situation
Atos profile in 2012

**Key figures 2012**

- Revenue: EUR 8,844 million
- Operating margin: 6.6% = EUR 580 million
- Order entry: EUR 10 billion
- Backlog: EUR 15.6 billion (as of Dec. 31st)
- Headcounts: 76,417 (as of Dec. 31st)
- Free cash flow: EUR 259 million
- Net cash: EUR 232 million (as of Dec. 31st)

**Revenue by Market**

- Manufacturing, Retail & Services: 33%
- Public sector, Healthcare & Transport: 27%
- Financial Services: 19%
- Telecoms, Media & Technology: 19%
- Energy & Utilities: 7%

**Revenue by Service Line**

- Managed Services: 47%
- Systems Integration: 22%
  - of which 8% of Application Management
- HTTS & Specialized Businesses: 7%
- Consulting & Technology Services: 24%

77% of revenue based on multi-years contracts

**Revenue by GBU**

- Germany: 19%
- United-Kingdom & Ireland: 19%
- France: 11%
- Benelux: 11%
- Atos Worldline: 11%
- North America: 10%
- Central & Eastern Europe: 7%
- North & South West Europe: 6%
- Iberia: 5%
- Other BUs: 4%
Atos revenue based on multi-year contracts increased to 77 percent

Growth in the 2 recurring Service Lines

Cyclical activities slowed down in the second semester

### 2012 performance by Service Line

<table>
<thead>
<tr>
<th>Service Line</th>
<th>FY 2012</th>
<th>FY 2011*</th>
<th>% growth</th>
<th>Operating Margin</th>
<th>FY 2012</th>
<th>FY 2011*</th>
<th>Operating Margin %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Services</td>
<td>4,135</td>
<td>4,040</td>
<td>+2.4%</td>
<td>324.8</td>
<td>7.9%</td>
<td>5.8%</td>
<td></td>
</tr>
<tr>
<td>Systems Integration</td>
<td>2,136</td>
<td>2,186</td>
<td>-2.3%</td>
<td>104.1</td>
<td>4.9%</td>
<td>2.6%</td>
<td></td>
</tr>
<tr>
<td>HTTS &amp; Specialized Businesses</td>
<td>1,969</td>
<td>1,917</td>
<td>+2.7%</td>
<td>232.7</td>
<td>11.8%</td>
<td>11.4%</td>
<td></td>
</tr>
<tr>
<td>Consulting &amp; Technology Services</td>
<td>604</td>
<td>635</td>
<td>-5.0%</td>
<td>24.0</td>
<td>4.0%</td>
<td>5.5%</td>
<td></td>
</tr>
<tr>
<td>Corporate costs**</td>
<td>-105.6</td>
<td>-120.6</td>
<td>-1.2%</td>
<td>-1.2%</td>
<td>-1.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>8,844</strong></td>
<td><strong>8,778</strong></td>
<td><strong>+0.8%</strong></td>
<td><strong>580.0</strong></td>
<td><strong>6.6%</strong></td>
<td><strong>4.8%</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Constant scope and exchange rates
** Corporate costs exclude Global delivery Lines costs allocated to the Service Lines
2013 Objectives

The Group confirms all its objectives for 2013 as stated in the February 21st, 2013 release, i.e.:

- **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).
From a bigger scale in Managed Services thanks to SIS acquisition...

- **ERP Applications**
  - 900,000 SAP users

- **Data Centers**
  - 30 Main Data Centers
  - >40,000 m²

- **Desktop**
  - 2.7 Million Seats
  - 40 Million calls / year

- **Network & Security Services**
  - 50,000 managed Network devices

- **Server Management**
  - 90,000 servers
  - (UNIX, Linux, Windows)

... Increased capacity from SIS contribution
...to very large signatures

Main wins above EUR 100 million since March 2012

- **March**: a 10 years contract with **EDF Energy** to provide data-center services in the UK
- **May**: a five-year IT outsourcing contract with the UK **Nuclear Decommissioning Authority**
- **June**: Outsourcing contract renewal with **Deutsche bank** in Germany
- **June**: Systems Integration contract with **Orange FT** in France
- **July**: a multi-year first generation outsourcing contract with **McGraw-Hill** in the US
- **August**: 5 years 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** in Germany
- **September**: BPO contract with the **Department of Work and Pensions** in the UK
- **December**: a global contract of Systems Integration and Application Management with **NSN** for at least 3 years (mainly in Germany)
- **March 2013**: renewal **ePlus (KPN)** Managed Services contract in Germany
- **May 2013**: renewal **NS&I** BPO contract in the UK
2012 Commercial activity

- Total order entry in 2012 at EUR 10 billion

- Book to bill ratio by activity:

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2011*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurring businesses</td>
<td>115%</td>
<td>104%</td>
</tr>
<tr>
<td>Cyclical activities</td>
<td>109%</td>
<td>102%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>113%</strong></td>
<td><strong>103%</strong></td>
</tr>
</tbody>
</table>

- Book to bill ratio by market:

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>excluding Siemens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing, Retail &amp; Services</td>
<td>95%</td>
<td>104%</td>
</tr>
<tr>
<td>Public sector, Healthcare &amp; Transport</td>
<td>124%</td>
<td>124%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>110%</td>
<td>110%</td>
</tr>
<tr>
<td>Telecoms, Media &amp; Technology</td>
<td>135%</td>
<td>135%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>122%</td>
<td>122%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>113%</strong></td>
<td><strong>118%</strong></td>
</tr>
</tbody>
</table>

* Statutory figures
Pipeline evolution
(in EUR million)

► Full qualified pipeline stable above EUR 5 billion
► High share of large deals (29% > EUR 50 million)
Two main strategic business developments supported by a continuous operational improvement program

<table>
<thead>
<tr>
<th>Foundation IT</th>
<th>Payment services and transactional IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT services for support systems delivering:</td>
<td>IT services to support customers’ top line growth for their:</td>
</tr>
<tr>
<td>- Lower TCO’s</td>
<td>- Core business enabling IT</td>
</tr>
<tr>
<td>- Standardization</td>
<td>- Competitive positioning</td>
</tr>
<tr>
<td>- Industrialization</td>
<td>- Time to Market</td>
</tr>
<tr>
<td>- Agility &amp; Reliability</td>
<td>- Innovation</td>
</tr>
</tbody>
</table>

Technological acceleration

Shift to Cloud

Atos strategic directions

Carve-out of
The Atos dedicated open Cloud services company

Payments online and mobile explosion

Business development supported by the **Tier One Program** to reach best in class KPIs
Continuous operational improvement program

A new Program “Tier One Program”

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

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 »

Total Operational Performance “Turnaround program”

Best in class company

07/2011
01/2009
01/2013
What cloud brings to customers?

- **Financial benefits**
  - A way to **cut costs** (double digits)
  - A way to **variabilize IT costs**: "Liquid IT"
  - A way to **avoid capex**
  - Scalability
  - Concentration

- **Business benefits**
  - More agility with faster provisioning and ramp down
  - Access to best in class apps with instant implementation
  - Enhanced web-based, multi-device **end-user experience**
  - Compatible with **BYOD**, secure
Canopy: Atos Cloud Services entity

An open and evolutionary approach to integrating partners

- Key indicators
  - ~300 dedicated staff
  - >EUR 200 million of revenue in 2012,
  - Double digit growth
  - Positive free cash flow
  - Global presence with Cloud data-centers on 3 continents
  - Large public and private organisations targeted
  - IaaS businesses supporting investments in SaaS/PaaS

- Future developments
  - Launch of a Cloud data-center in Asia (Singapore)
  - Verticalization of Cloud offerings
  - Big data

Ambition to be among the leading Cloud Services companies worldwide
4 Service Lines focused on large enterprises and administration

- Canopy revenue is now circa EUR 200 million -> critical mass
- Simplified messaging towards clients, analysts, ISVs, internal
Atos Private Cloud platforms

European customers’ data stay under European sovereignty

- VMware platforms
- Microsoft platform
- Canopy platforms (vBlocks)
Atos payment and merchant transactional activities carve-out is a logical step forward

1. Position Atos payment and merchant transactional activities as Europe’s leading player in the transactional space

2. Increase the visibility of Atos’ transactional activities for Clients

3. Provide Atos payment and merchant transactional activities with more strategic flexibility and attractive “currency” to move forward

4. Strengthen business culture within Atos payment and merchant transactional activities team
Atos payment and merchant transactional activities
New scope and geographical footprint

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 revenue</td>
<td>c. €1.1b</td>
</tr>
<tr>
<td>2012 revenue organic growth</td>
<td>+5%</td>
</tr>
<tr>
<td>2012 operating margin rate*</td>
<td>15%</td>
</tr>
<tr>
<td>2012 free cash flow</td>
<td>c. €90m</td>
</tr>
<tr>
<td>Total headcounts</td>
<td>c. 7,000</td>
</tr>
<tr>
<td>Geographical footprint</td>
<td>18 countries</td>
</tr>
</tbody>
</table>

* Stand alone after EUR 20 million Central costs allocation
A end-to-end positioning in the Payment value chain

<table>
<thead>
<tr>
<th>Issuing</th>
<th>Issuing processing</th>
<th>Acquiring processing</th>
<th>Commercial acquiring</th>
<th>Acceptance &amp; value-add services for merchants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offline payment cards, checks, direct debit, SEPA mandates,…</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
</tr>
<tr>
<td>Online payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
</tr>
<tr>
<td>m-payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
</tr>
<tr>
<td>Loyalty, Prepaid, fuel cards, e-Ticketing…</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
</tr>
</tbody>
</table>
Atos payment and merchant transactional activities: revenue vs. peers

Estimated revenue in Europe (in EUR billion)

- Gemalto: 1.1
- Atos payment & merchant: 1.0
- 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
The growth drivers of Atos payment
Change business mix organically and via acquisitions to enhance Atos payment growth profile

Organic growth layers

Payment and Transaction Processing
- Partnership deals with banking institutions
- Increase the sale of high-margin licenses
- Growth drivers with SEPA implementation in Eurozone
- Significant development opportunities in Emerging Markets (India, China)

Merchant Payment Services
- Leverage on commercial acquiring strengths to provide a global solution for merchants (one-stop-shop solutions)
- End-to-end solution using e-commerce, CRM, loyalty and technoknow-how
- Reinforce strong relations with international retailers
- Mobile technologies: become the enabler of Machine-to-Machine solutions for payment or non-payment transactions
  eg: Connected vehicles, Automated fines processing, Tolling systems,…

External growth layers

Consolidate European market
- Natural consolidator to seize opportunities of large and transforming deals in the European market
- Consolidation potential reinforced by SEPA implementation

Portfolio strategy
- Build-up strategy of innovative assets and new technologies
- Position on fast-growing segments of the markets
Atos Payment: a recognized highly innovative leader supported by strong R&D investments

12 new products/offerings launched and announced in 2012

**March 2013**
Atos Worldline, is awarded the 2013 Innovative Payments Trophy in the “e-commerce products” category at the PayForum trade fair for its innovative eGo™ solution.

**March 2012**
Atos Worldline, wins international red dot design award for hardware security module ADYTON, its latest hardware security module (HSM).

**September 2011**
Atos Worldline, is finalists in two categories at the e-commerce award for its solution Social Store (categories: ‘Innovation’ and ‘Customer Relationship’).

**September 2011**
Buyster, wins the eCommerce Award 2011 in the Security category at the 2011 E-Commerce Paris exhibition.

**December 2012**
Atos Worldline, wins IF product design award for hardware security module ADYTON in the category Industry/Skilled Trades.

**March 2012**
Atos Worldline, wins the 2012 Innovative Payments Trophy in the “Customer Experience” category at the PayForum trade fair in Paris for its innovative ‘Cross Channel Payment’ solution.

**June 2011**
Atos Worldline wins the innovation prize by ITS Bretagne for its transportation card top-up solution through NFC mobile phones: Worldline MBLS.
Leveraging Atos processing capabilities and mobile opportunities...

Atos payment and merchant transactional activities is processing industrial volumes in offline and online payment...

...and is ready for the revolution of the mobile connected consumers
...to deliver highly added-value transactional services to customers and merchants

Product interaction
Contactless price, QR Code, Tags,...
to enable products interaction.

Digital signage to reinvent local marketing

Atos Mobile Wallet
Your mobile is your wallet

New services for consumers

Atos Cloud Payment
No need to queue up for ordering

Specialized Services
to enable self-check-out in your processes

Reinventing the physical store by bringing e/m-commerce services while strengthening the advantage of in-store shopping

Atos Mobile Acceptance
Payment card acceptance on merchant smartphones

Real time couponing
Loyalty services for suppliers based on customer intimacy in-store

Added-value offerings for merchants

Convergence online / in-store and Multichannel

Delegating marketing
Services of marketing and part of the sell support delegated to suppliers
Key takeaways

2012

We delivered all our objectives

2013

The Group is fully geared towards reaching its new objectives

Looking ahead

Atos strategy is in motion, leveraging on its two engines, European leaders on their respective markets:

**Foundation IT**

- **European leading company** in Managed Services, SI and BPO
- **Cloud** as a strong business accelerator

**Payment and Merchant Transactional activities**

- Leader in European Payment and Merchant Transactional activities
- Significant **levers of development**
- **Financial flexibility and attractive “currency”**

A new **Tier One Program** to reach best in class KPIs
From Questions to Answers
Thank you

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