Disclaimers

This presentation 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 2010 Reference Document filed with the Autorité des Marches Financiers (AMF) on 1 April 2011 under the registration number: D11-0210 and its update filed on 8 June 2011.

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 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.

Global Business Units include Germany, France, UK & Ireland, Benelux (The Netherlands, Belgium and Luxembourg), Atos Worldline (French, German, Belgian and Indian subsidiaries), Central and Eastern Europe (CEE: Austria, Bulgaria, Croatia, Serbia, Poland, Czech Republic, Russia, Romania, Slovakia & Turkey), NAM (USA & Canada ), North & South West Europe (N&SW Europe: Switzerland, Italy, Denmark, Finland, Sweden & Greece), Iberia (Spain, Portugal & Major Events), Other Business Units including 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) and Atos Worldgrid.
<table>
<thead>
<tr>
<th>Time</th>
<th>Speaker</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00</td>
<td>Thierry Breton</td>
<td>Vision, strategy and priorities in the current environment</td>
</tr>
<tr>
<td>09:40</td>
<td>Michel-Alain Proch</td>
<td>Financials</td>
</tr>
<tr>
<td>10:15</td>
<td>Questions and answers session</td>
<td></td>
</tr>
<tr>
<td>10:40</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>11:00</td>
<td>Charles Dehelly</td>
<td>TOP² and Synergies: from transformation to margin improvement</td>
</tr>
<tr>
<td>11:40</td>
<td>Gilles Grapinet</td>
<td>Atos’ new engines for growth</td>
</tr>
<tr>
<td>12:20</td>
<td>Questions and answers session</td>
<td></td>
</tr>
<tr>
<td>12:45</td>
<td>Lunch</td>
<td></td>
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<tr>
<td>Time</td>
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<td>Topic</td>
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</tr>
<tr>
<td>01:50</td>
<td>Eric Grall</td>
<td>Managed Services</td>
</tr>
<tr>
<td>02:15</td>
<td>Marc-Henri Desportes</td>
<td>HTTS &amp; SB</td>
</tr>
<tr>
<td>02:40</td>
<td>Robert Goegele</td>
<td>Manufacturing, Retail &amp; Services</td>
</tr>
<tr>
<td>03:00</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>03:20</td>
<td>Francis Meston</td>
<td>Global Delivery in SI</td>
</tr>
<tr>
<td>03:40</td>
<td>Swen Rehders</td>
<td>Large Deal Team</td>
</tr>
<tr>
<td>04:00</td>
<td>Q&amp;A session and wrap-up</td>
<td></td>
</tr>
</tbody>
</table>
Atos brand
Thierry Breton, Chairman & CEO

VISION, STRATEGY AND PRIORITIES IN THE CURRENT ENVIRONMENT
Outline

I. Our current macroeconomic environment

II. Update on SIS integration

III. Atos: a defensive asset in a tough economic environment

IV. The upside levers of Atos

V. Strategy and outlook
I. Our current macroeconomic environment
Current macroeconomic environment

2011e – 2012e GDP growth forecasts

- France: 6% (2009a), 5% (2010a), 4% (2011e), 3% (2012e)
- United Kingdom: 5% (2009a), 4% (2010a), 3% (2011e), 2% (2012e)
- Germany: 2% (2009a), 1% (2010a), 0% (2011e), 1% (2012e)
- United States: 3% (2009a), 2% (2010a), 1% (2011e), 0% (2012e)
- European Union: 2% (2009a), 1% (2010a), 0% (2011e), 1% (2012e)

Source: IMF, September 2011

Modest economic growth in 2011-2012e in most of major developed economies
Focus on debt crisis

▶ CDS evolution show concerns on sovereign debt...

Greece CDS currently at 3,536 bps

▶ ...even if 10Y yields favourably impacted by euroswap rate decrease

Greece 10Y yield currently at 23.32%

Source: Bloomberg
Political agenda

- General election: November 20\textsuperscript{th}, 2011
- Presidential election: April 22\textsuperscript{nd}, 2012
- Presidential election: November 6\textsuperscript{th}, 2012
- General election: April 2013
Debt crisis accelerates changes in our environment

**Technology**
- Digital Enablement of Critical National Infrastructure
- Social Business Computing
- Virtualization & Cloud technologies
- Smart Mobility

**Social**
- Hyper connectivity
- Virtual communities
- Public Trust in Large Organizations
- Pay-per-use
- Privacy concerns

**Economics**
- Shift in economic power to emerging economies
- Cost pressures
- IPR more precious than ever

**Financial**
- High uncertainty
- Debt seen as a risk
- Hardening & broadening of regulation
Atos response

Accelerate on Innovation
- Cloud strategy
- Promote our Global key offerings

Accelerate on Social innovation
- Capitalize on our Wellbeing at Work program (GRI A+, GPTW…)
  - Innovation at Work

Accelerate our Development in emerging economies
- APAC, LATAM, IMEA today represent 6% of Atos revenue
- Target a double digit growth

Financial discipline
- Delivering on our financial commitments
  - Cash collection to be a “zero debt” company
Being a leader in the two segments of the IT market

**BUSINESS CRITICAL IT**

IT services to support customers’ top line growth for their:
- Competitive positioning
- Time to Market
- Innovation

**Atos answers:**
- Industry expertise
- HTTS portfolio roll out
- Key Offerings, Atos WorldGrid
- ISRM, Civil & National Security

Be the world leader in Critical IT services
HTTS + BPO + SE = 20% of Atos revenues

**FUNDAMENTAL IT**

IT services for support systems delivering:
- Lower TCO’s
- Standardization
- Pay as you Go
- Agility & Reliability

**Atos answers:**
- Global factories, Global tooling
- Offshore ramp up,
- Atos Sphere

Be the European leader in Cloud
II. Update on SIS integration

06 October 2011
Atos is fully operational

1st July
▶ Approval of SIS merger by 99.99% of our shareholders!
▶ M. Roland Busch (Siemens) elected as new Board member
▶ New name, new brand, new logo

1st July onwards
▶ Announcement of the new organization and N-1 / N-2 / N-3 appointments

26th July
▶ Approval of Atos H2 Budget (new scope ex AO+ ex SIS) by the Board of Directors

20th September
▶ Group Management Meeting (500+ people)
A new organization structure reflecting SIS integration

Markets & Sales

- Siemens Global Partnership (Jos Blejie)
- Strategic Sales Engagements (Swen Rehders)

Service lines

- Consulting & Technology Services
  - Manufacturing, Retail & Services (Robert Goegel)
  - Financial Services (Lilian Mitic)
  - Energy & Utilities (Francis Delacourt)
  - Telecom, Media & Tech (Bruno Fabre)
- HTTS & Specialized Businesses
  - Energy & Utilities (Francis Delacourt)
  - Telecom, Media & Tech (Bruno Fabre)

Group functions

- Finance (Michel-Alain Proch)
- Human Resources (Jean-Marie Simon)
- Talents & Communications (Marc Meyer)
- Sales & Marketing Support (Hervé Payan)
- Global Innovation, Business Dev. & Strategy (Bruno Vaffier (acting))
- Legal & Compliance (Alexandre Menais)
- Purchasing (Enguerrand de Ponteves)
- IT & Processes (Tarek Moustafa)
- Internal Audit & ERM (Daniel Milard)

GM and SBU

- GBU Germany
  - Winfried Holz
- GBU UK/IR
  - Keith Wilman
- GBU France
  - Laurent Kocher
- GBU Benelux
  - Rob Pols
- GBU CEE
  - Hanns-Thomas Kopf
- GBU NAM
  - John Evers
- GBU N&SWE
  - Kari Kupila
- GBU Iberia
  - Patrick Adiba
- GBU Asia Pacific
  - Herbie Leung
- GBU LATAM
  - Alexandre Gouvea
- GBU IMEA
  - Milind Kamat
- SBU Worldline
  - Christophe Duquenne
- SBU Worldgrid
  - Jérôme de Parscau
Circa EUR 8.6 billion revenue in 2010 – more than doubled in Managed Services
Snapshot on Atos pro forma figures by Verticals

Combined 2010 revenue by Verticals (in EUR million)

- Manufacturing, Retail, Services: 1,522
  - Atos stand-alone: 1,228
  - SIS stand-alone: 93
  - Percentage: 32%

- Public, Health & Transportation: 2,190
  - Atos stand-alone: 1,389
  - SIS stand-alone: 627
  - Percentage: 26%

- Financial Services: 1,715
  - Atos stand-alone: 1,156
  - SIS stand-alone: 93
  - Percentage: 20%

- Telecoms, Media & Technology: 1,298
  - Atos stand-alone: 686
  - SIS stand-alone: 534
  - Percentage: 15%

- Energy & Utilities: 627
  - Atos stand-alone: 534
  - SIS stand-alone: 93
  - Percentage: 7%

Circa EUR 8.6 billion revenue in 2010
more than doubled in Manufacturing, Retail & Services
Snapshot on Atos pro forma 2010 figures by geographies

Source: Gartner 2010 and Atos estimates

A very balanced geographical positioning with an increased exposure to Germany, Central & Eastern Europe, United Kingdom and North America.
Snapshot on Atos headcounts as of 08/2011

Total headcounts: 73,949
Of which 25% outside Europe

Atos Worldline (5,904 headcounts) and Atos WorldGrid (898 headcounts) not allocated in the geographies
Snapshot on Atos headcounts as of 08/2011

Total headcounts: 73,949
Of which 25% outside Europe

Atos # of headcounts

Benelux 8,306
North & South West Europe 10,862
UK/Ireland 9,640
Central & Eastern Europe 4,666
Iberia 5,652
Central & Eastern Europe 1,729
North America 3,906
France 14,314
Latin America 2,783
Germany 8,529
Asia Pacific 3,562
India, Middle East and Africa 8,592
North & South West Europe 10,762

Atos Investor Day
6 October 2011
III. A defensive asset in a tough economic environment
A non-cyclical and outperforming business

Atos is ahead of competitors even in a tough macro environment

In absolute terms...

... and relative to the sector

(1) Source: IMF for annual data, OECD for H1 2011
(asterisk) European IT peers: Cap Gemini, Logica and Tieto
Improvement of free cash flow generation

▶ Evolution of FCF (in EUR million)

<table>
<thead>
<tr>
<th>Year</th>
<th>FCF (in EUR million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008a</td>
<td>(52)</td>
</tr>
<tr>
<td>2009a</td>
<td>117</td>
</tr>
<tr>
<td>2010a</td>
<td>143</td>
</tr>
<tr>
<td>2011e</td>
<td>170</td>
</tr>
</tbody>
</table>
A strong capital structure post SIS acquisition and a zero net debt ambition

- Evolution of Atos net debt (in EUR million and including convertible bonds)

Zero net debt expected by the latest at the end of H1 2012 (*)

* Excluding potential acquisitions, disposals and dividends
An increasing, recurring revenue stream provided by Outsourcing

Through the combination with SIS, from 74% of revenue is based on multi-year contracts

New Outsourcing profile
- Very strong Managed Services footprint
- Recognized infrastructure in service desks, networking and server management
- IT infrastructure services for Siemens and other customers

SIS impact
- Unique Managed Services platform
- Significant scale economies creating entry barriers
- Ability to contract mega deals
- Attracting additional clients through mega deals
Pipeline reinforced by SIS acquisition

Weighted Pipeline in EUR billion

- Deals EUR 100 m +
- Deals EUR 50-100 m
- Deals below EUR 50 m

SIS Acquisition gives Atos access to more large deals
IV. The upside levers of Atos
Three axis of development already effective

- **Actions field**
  - **Operational performance**
    - Launched in December 2008
  - **People performance**
    - Launched in December 2009
  - **Commercial performance**
    - Launched in September 2011

- **Programs implemented**
  - "TOP"
  - "Well being @ work"
  - "Expand"

Timeline:
- 2008
- 2009
- 2010
- 2011
- Beyond
Leveraging on 3 years of successful Group transformation

The 4 key levers of the TOP² program

1. Streamline G&A functions
   → Reach Atos standards

2. Cost of premises
   → Optimization of costs related to office buildings

3. Lean
   → Development of lean techniques in Managed Services

4. Standard of living
   → Realization of 14% cost savings

Additional EUR 100 m in EBIT by 2013e resulting from TOP²
Combination synergies

Key sources of cost synergies

1. Procurement and indirect costs
   → Stronger purchasing power

2. Management rationalization
   → Streamlining management layers

3. Merger of Headquarters
   → A single HQ to run Atos

Additional EUR 125 m in EBIT by 2013e resulting from synergies
Top-line growth levers of Atos

The Global Partnership with Siemens is on track with governance agreed and teams in place

**Commercial partnerships**
- Commercial partnerships in selected areas
- Leverage complementarities between Siemens and Atos

**Siemens One**
- Integration of Atos into Siemens One
- Objective to foster joint approach to large deals and customers

**Joint investments**
- Funding of the development and commercial launch of new products in Industry
- EUR 100 million to be invested jointly (split 50-50 between Atos and Siemens)

**HTTS**
- Identification and qualification of transaction businesses completed
- Actions to sell HTTS offerings to Siemens’ divisions
- Cross-fertilization with SIS former customer base

The five-year Global Partnership with Siemens offers promising business opportunities
Atos differentiators in the Cloud transformation

- **Scale**
  - Essential to industrialize and achieve economies of scale

- **Client base and client intimacy**
  - Required to be their partner throughout the transformation

- **Ability to build partnerships**
  - Critical as the frontier between Outsourcing, Services and Business blurs

- **Delivery capability**
  - Needed both in Integration and Operation to address all aspects of the transformation

Atos aims at addressing the Private Cloud market for which it will act as an integrator and an operator
Atos skills in cloud computing and distinctive offers

- PaaS: Platform as a service
- SaaS: Software as a service
- IaaS: Infrastructure as a service
- BPaaS: Business process as a service

PaaS: Platform as a service
SaaS: Software as a service
IaaS: Infrastructure as a service
BPaaS: Business process as a service
Investment on people involvement

Imagine the new way of working by intensively using new technologies while matching the social expectations of our employees and the “Y generation”

Be recognized by 2012 as one of the best companies to work for

- Obtained for Atos Origin 2010 Corporate and Social Responsibility report
- AO best-in-class in the IT sector, among the top 15% – 20% companies reporting to the GRI
- September 2011: Atos enters the FTSE and ASFI Sustainability Indices

- Launched in 3 Atos Origin countries (UK, Brazil, India) early 2011
- 35 000 employees across 10 Atos geographies involved by 2012
- Objective: Atos recognized as a GPTW in at least one geography by 2012

- Launched early 2011
- Already – 20% internal emails
- Collaborative way of working
- Enterprise Social Network

Future work place environment
IV. Strategy and outlook
Dynamics of our strategy


GROUP TRANSFORMATION (TOP)

Operating Margin Goal achieved + 250 bp, catching up with competitors

TOP²

Operating Margin 7% to 8%

- ROLL OUT OF HTTS
- DEVELOPMENT OF IT SPECIALIZED BUSINESSES

Objective: Leader in Business Critical IT

SIS acquisition

- INNOVATION
- TOPLINE GROWTH
- SUPPORTED BY ACQUISITIONS

New acquisitions to reinforce our leadership

Atos
Investor Day
6 October 2011
The following objectives relate to the year 2011 which include 12 months of Atos and 6 months of SIS acquired in July 2011.

<table>
<thead>
<tr>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
</tr>
<tr>
<td>– Around EUR 6.8 billion</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
</tr>
<tr>
<td>– 6.2% of Revenue</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
</tr>
<tr>
<td>– Around EUR 170 million</td>
</tr>
</tbody>
</table>
Strategy and objectives: Significant value creation potential

### 2013 *

- **Revenue**
  - Between EUR 9 billion and EUR 10 billion

- **Operating margin**
  - Between 7 and 8 per cent

- **EPS**
  - Growth in excess of 50 per cent versus EPS New Company 2011

- **Free Cash Flow**
  - In the range of EUR 350 million to EUR 400 million

* Same scope as 2011
Atos in brief...

▶ Fully on track on SIS integration
▶ A defensive asset in economic downturn, leveraging on the resilience of the outsourcing business
▶ Major opportunity to compete on large deals
▶ Global Partnership with Siemens
▶ Significant upsides to reach operating margin commitment notably through TOP² initiatives and synergies
▶ Continue HTTS strategy including the combination of SIS capabilities
▶ Significant headroom on capital structure to consider potential acquisitions
▶ A stable shareholding structure supporting the Group’s strategy
Michel-Alain Proch, 
Executive Vice President and Group CFO

FINANCIALS
New entity pro forma financials

2011 targets

A strong capital structure

Key takeaways
### Pro-forma revenue

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th></th>
<th>2011</th>
<th></th>
<th>OG %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>H1</td>
<td>H2</td>
<td>FY</td>
<td>H1</td>
<td></td>
</tr>
<tr>
<td>Atos Origin</td>
<td>2,495</td>
<td>2,499</td>
<td>4,994</td>
<td>2,476</td>
<td>-0.7%</td>
</tr>
<tr>
<td>SIS</td>
<td>1,790</td>
<td>1,795</td>
<td>3,585</td>
<td>1,699</td>
<td>-5.1%</td>
</tr>
<tr>
<td><strong>Pro-forma Atos</strong></td>
<td>4,285</td>
<td>4,295</td>
<td>8,579</td>
<td>4,175</td>
<td>-2.6%</td>
</tr>
</tbody>
</table>

Note: Data in EUR million.
## Pro-forma operating margin

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>H1</td>
<td>H2</td>
</tr>
<tr>
<td><strong>In EUR million</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atos Origin</td>
<td>150</td>
<td>185</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>6,0%</td>
<td>7,4%</td>
</tr>
<tr>
<td>SIS</td>
<td>(63)</td>
<td>(38)</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>(3,5%)</td>
<td>(2,1%)</td>
</tr>
<tr>
<td><strong>Pro-forma Atos</strong></td>
<td>87</td>
<td>147</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>2,0%</td>
<td>3,4%</td>
</tr>
</tbody>
</table>
Overview of H1 2011 pro forma revenue

- Revenue by Service line

- Managed Services 46%
- Systems Integration 27%
- HTTS & SB 20%
- C & TS 7%
Overview of H1 2011 pro forma revenue

Revenue by GBUs:

- N&SWE 5%
- NAM 6%
- CEE 6%
- Atos Worldline 11%
- Iberia 4%
- Other BUs 7%
- Germany 19%
- UK / Ireland 17%
- France 12%
- Benelux 13%
Overview of H1 2011 pro forma revenue

Revenue by Market

- Telecoms, Media & Technology: 15%
- Energy & Utilities: 7%
- Manufacturing, Retail, Services: 32%
- Financial Services: 20%
- Public, Health & Transportation: 26%
## Pro forma revenue by Service Line

**Atos Investor Day**  
6 October 2011

The table below provides the pro forma revenue by Service Line for Atos Origin and SIS from H1 2010 to H1 2011, with percentage growth rates for each period:

<table>
<thead>
<tr>
<th>Service Line</th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Atos Origin</td>
<td>SIS</td>
<td>Total</td>
<td>Atos Origin</td>
</tr>
<tr>
<td>Managed Services</td>
<td>850</td>
<td>1,132</td>
<td>1,983</td>
<td>872</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>652</td>
<td>471</td>
<td>1,123</td>
<td>624</td>
</tr>
<tr>
<td>Systems Integration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>664</td>
<td>180</td>
<td>844</td>
<td>694</td>
</tr>
<tr>
<td>C &amp; TS</td>
<td>328</td>
<td>6</td>
<td>335</td>
<td>309</td>
</tr>
<tr>
<td>Total revenue</td>
<td>2,494</td>
<td>1,790</td>
<td>4,284</td>
<td>2,499</td>
</tr>
</tbody>
</table>

**Percentage Growth Rates:**
- Managed Services: 0.5% (H1 2010), (6.1)% (H2 2010), (3.3)% (FY 2010), 0.5% (H1 2011)
- Systems Integration: (0.6%) (H1 2010), 0.7% (H2 2010), (0.0%) (FY 2010), (0.6%) (H1 2011)
- HTTS & SB: 1.7% (H1 2010), (12.9)% (H2 2010), (1.4)% (FY 2010), 1.7% (H1 2011)
- C & TS: (9.1)% (H1 2010), N/S (H2 2010), (9.5)% (FY 2010), (9.1)% (H1 2011)
- Total revenue: (0.7)% (H1 2010), (5.1)% (H2 2010), (2.6)% (FY 2010), (0.7)% (H1 2011)
### Pro forma revenue by GBU (1/2)

**Atos Investor Day**  
6 October 2011

<table>
<thead>
<tr>
<th></th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In EUR million</strong></td>
<td>Atos</td>
<td>SIS</td>
<td>Atos</td>
<td>SIS</td>
</tr>
<tr>
<td>Germany</td>
<td>189</td>
<td>690</td>
<td>879</td>
<td>187</td>
</tr>
<tr>
<td>% growth</td>
<td>4.6%</td>
<td>(12.5%)</td>
<td>(8.8%)</td>
<td></td>
</tr>
<tr>
<td>UK + Ireland</td>
<td>444</td>
<td>257</td>
<td>702</td>
<td>446</td>
</tr>
<tr>
<td>% growth</td>
<td>3.0%</td>
<td>3.2%</td>
<td>3.1%</td>
<td></td>
</tr>
<tr>
<td>Benelux</td>
<td>459</td>
<td>70</td>
<td>529</td>
<td>478</td>
</tr>
<tr>
<td>% growth</td>
<td>(4.1%)</td>
<td>20.3%</td>
<td>(0.9%)</td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>511</td>
<td>10</td>
<td>520</td>
<td>500</td>
</tr>
<tr>
<td>% growth</td>
<td>(1.1%)</td>
<td>(11.1%)</td>
<td>(1.3%)</td>
<td></td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>438</td>
<td>-</td>
<td>438</td>
<td>464</td>
</tr>
<tr>
<td>% growth</td>
<td>3.2%</td>
<td>-</td>
<td>3.2%</td>
<td></td>
</tr>
<tr>
<td>CEE</td>
<td>24</td>
<td>214</td>
<td>238</td>
<td>25</td>
</tr>
<tr>
<td>% growth</td>
<td>4.9%</td>
<td>0.8%</td>
<td>1.2%</td>
<td></td>
</tr>
</tbody>
</table>
# Pro forma revenue by GBU (2/2)

## Atos Investor Day
6 October 2011

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Atos Origin</td>
<td>SIS</td>
<td>Total</td>
<td>Atos Origin</td>
</tr>
<tr>
<td>NAM</td>
<td>42</td>
<td>208</td>
<td>249</td>
<td>41</td>
</tr>
<tr>
<td>% growth</td>
<td>(3.2%)</td>
<td>(6.4%)</td>
<td>(5.8%)</td>
<td></td>
</tr>
<tr>
<td>N&amp;SWE</td>
<td>12</td>
<td>220</td>
<td>232</td>
<td>11</td>
</tr>
<tr>
<td>% growth</td>
<td>(14.9%)</td>
<td>(13.2%)</td>
<td>(13.3%)</td>
<td></td>
</tr>
<tr>
<td>Iberia</td>
<td>165</td>
<td>31</td>
<td>196</td>
<td>142</td>
</tr>
<tr>
<td>% growth</td>
<td>(4.8%)</td>
<td>(9.0%)</td>
<td>(5.5%)</td>
<td></td>
</tr>
<tr>
<td>Other BUs</td>
<td>210</td>
<td>90</td>
<td>300</td>
<td>206</td>
</tr>
<tr>
<td>% growth</td>
<td>(10.0%)</td>
<td>19.4%</td>
<td>(1.2%)</td>
<td></td>
</tr>
<tr>
<td>Total revenue</td>
<td>2,495</td>
<td>1,789</td>
<td>4,284</td>
<td>2,500</td>
</tr>
<tr>
<td>% growth</td>
<td>(0.7%)</td>
<td>(5.1%)</td>
<td>(2.6%)</td>
<td></td>
</tr>
</tbody>
</table>
## Pro forma revenue by Markets

### Atos Investor Day
6 October 2011

<table>
<thead>
<tr>
<th></th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In EUR million</strong></td>
<td>Atos</td>
<td>SIS</td>
<td>Total</td>
<td>Atos</td>
</tr>
<tr>
<td></td>
<td>Origin</td>
<td></td>
<td></td>
<td>Origin</td>
</tr>
<tr>
<td>Manufacturing, Retail, Services</td>
<td>614</td>
<td>766</td>
<td>1,380</td>
<td>614</td>
</tr>
<tr>
<td>% growth</td>
<td>1.8%</td>
<td>(5.1%)</td>
<td>(2.0%)</td>
<td></td>
</tr>
<tr>
<td>Public, Health &amp; Transportation</td>
<td>702</td>
<td>384</td>
<td>1,086</td>
<td>688</td>
</tr>
<tr>
<td>% growth</td>
<td>(1.4%)</td>
<td>(2.4%)</td>
<td>(1.8%)</td>
<td></td>
</tr>
<tr>
<td>Financial Services</td>
<td>563</td>
<td>286</td>
<td>849</td>
<td>593</td>
</tr>
<tr>
<td>% growth</td>
<td>1.0%</td>
<td>(7.0%)</td>
<td>(1.7%)</td>
<td></td>
</tr>
<tr>
<td>Telecoms, Media &amp; Technology</td>
<td>346</td>
<td>310</td>
<td>656</td>
<td>340</td>
</tr>
<tr>
<td>% growth</td>
<td>(1.9%)</td>
<td>(6.6%)</td>
<td>(4.1%)</td>
<td></td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>270</td>
<td>43</td>
<td>313</td>
<td>264</td>
</tr>
<tr>
<td>% growth</td>
<td>(6.9%)</td>
<td>(4.2%)</td>
<td>(6.4%)</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>2,495</td>
<td>1,789</td>
<td>4,284</td>
<td>2,499</td>
</tr>
<tr>
<td>% growth</td>
<td>(0.7%)</td>
<td>(5.1%)</td>
<td>(2.6%)</td>
<td></td>
</tr>
</tbody>
</table>
## Pro-forma operating margin by Service Line

### Detailed operating margin by Service Line

<table>
<thead>
<tr>
<th></th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Atos Origin</td>
<td>SIS</td>
<td>Total</td>
<td>Atos Origin</td>
</tr>
<tr>
<td><strong>In EUR million</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managed Services</td>
<td>59</td>
<td>(25)</td>
<td>34</td>
<td>84</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>6.9%</td>
<td>(2.2%)</td>
<td>1.7%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>16</td>
<td>(19)</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>2.4%</td>
<td>(4.0%)</td>
<td>(0.3%)</td>
<td>1.6%</td>
</tr>
<tr>
<td>HTTS &amp; SB</td>
<td>97</td>
<td>9</td>
<td>106</td>
<td>109</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>14.7%</td>
<td>5.0%</td>
<td>12.6%</td>
<td>15.7%</td>
</tr>
<tr>
<td>C &amp; TS</td>
<td>8</td>
<td>3</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>2.6%</td>
<td>45.1%</td>
<td>3.4%</td>
<td>4.5%</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>(1.2%)</td>
<td>(1.7%)</td>
<td>(1.4%)</td>
<td>(1.3%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>150</td>
<td>(63)</td>
<td>87</td>
<td>185</td>
</tr>
</tbody>
</table>
### Pro-forma operating margin by GBU (1/2)

**Detailed operating margin by GBU**

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Atos Origin</td>
<td>SIS</td>
<td>Total</td>
<td>Atos Origin</td>
</tr>
<tr>
<td>Germany</td>
<td>10</td>
<td>(12)</td>
<td>(2)</td>
<td>4</td>
</tr>
<tr>
<td>% of revenue</td>
<td>5.3%</td>
<td>(1.7%)</td>
<td>(0.2%)</td>
<td>1.9%</td>
</tr>
<tr>
<td>UK + Ireland</td>
<td>36</td>
<td>1</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>% of revenue</td>
<td>8.2%</td>
<td>0.4%</td>
<td>5.3%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Benelux</td>
<td>43</td>
<td>1</td>
<td>44</td>
<td>50</td>
</tr>
<tr>
<td>% of revenue</td>
<td>9.3%</td>
<td>1.9%</td>
<td>8.4%</td>
<td>10.4%</td>
</tr>
<tr>
<td>France</td>
<td>11</td>
<td>(3)</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>% of revenue</td>
<td>2.2%</td>
<td>(36.0%)</td>
<td>1.4%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>76</td>
<td>-</td>
<td>76</td>
<td>86</td>
</tr>
<tr>
<td>% of revenue</td>
<td>17.3%</td>
<td>-</td>
<td>17.3%</td>
<td>18.5%</td>
</tr>
<tr>
<td>CEE</td>
<td>-</td>
<td>(4)</td>
<td>(4)</td>
<td>-</td>
</tr>
<tr>
<td>% of revenue</td>
<td>-</td>
<td>(1.9%)</td>
<td>(1.7%)</td>
<td>-</td>
</tr>
</tbody>
</table>
Pro-forma operating margin by GBU (2/2)

Detailed operating margin by GBU

<table>
<thead>
<tr>
<th></th>
<th>H1 2010</th>
<th>H2 2010</th>
<th>FY 2010</th>
<th>H1 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In EUR million</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Atos Origin</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SIS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NAM</strong></td>
<td>1</td>
<td>(15)</td>
<td>(14)</td>
<td>2</td>
</tr>
<tr>
<td>% of revenue</td>
<td>3.6%</td>
<td>(7.4%)</td>
<td>(5.6%)</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>N&amp;SWE</strong></td>
<td>(1)</td>
<td>7</td>
<td>6</td>
<td>(3)</td>
</tr>
<tr>
<td>% of revenue</td>
<td>(8.5%)</td>
<td>3.3%</td>
<td>2.7%</td>
<td>(25.0%)</td>
</tr>
<tr>
<td><strong>Iberia</strong></td>
<td>(8)</td>
<td>0</td>
<td>(8)</td>
<td>(1)</td>
</tr>
<tr>
<td>% of revenue</td>
<td>(4.8%)</td>
<td>1.1%</td>
<td>(3.9%)</td>
<td>(0.7%)</td>
</tr>
<tr>
<td><strong>Other BUs</strong></td>
<td>22</td>
<td>(1)</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>% of revenue</td>
<td>10.5%</td>
<td>(1.2%)</td>
<td>7.0%</td>
<td>11.3%</td>
</tr>
<tr>
<td><strong>Corporate</strong></td>
<td>(40)</td>
<td>(38)</td>
<td>(78)</td>
<td>(40)</td>
</tr>
<tr>
<td>% of revenue</td>
<td>(1.6%)</td>
<td>(2.1%)</td>
<td>(1.8%)</td>
<td>(1.6%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>151</td>
<td>(64)</td>
<td>87</td>
<td>184</td>
</tr>
</tbody>
</table>

Your business technologists. Powering progress
New entity pro forma financials

2011 targets

A strong capital structure

Key takeaways
2011e Revenue

Atos
Investor Day
6 October 2011

H1 2011
EUR 2.5 bn
EUR 1.7 bn

H2 2011e
EUR 2.5 bn
EUR 1.8 bn

2011 statutory revenue objective: EUR 6.8 bn

Pro forma 2011e revenue: EUR 8.5 bn
<table>
<thead>
<tr>
<th></th>
<th>H1 2011</th>
<th>H2 2011e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atos</td>
<td>6.7%</td>
<td>8.4%</td>
</tr>
<tr>
<td>SIS</td>
<td>(0.7%)</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

2011e Operating Margin

2011 statutory operating margin objective: 6.2%

Pro forma 2011e operating margin: 4.9%
Cash-flow and net debt targets 2011

**Atos Investor Day**
**6 October 2011**

**FCF H1 11**
- Dividend 2010
- Net debt 30/06/11

**SIS acquisition**
- Cash
- Convertible bonds
- Working capital adjust.
- Loss-making contracts funding
- Funding receivable Siemens

**Creation of Siemens receivable**
- FCF H2 11

**Target net debt 31/12/11**
- (183)

**Opening net debt 01/01/11**
- (139)

**Net debt FCF H1 11**
- (91)

**Net debt 30/06/11**
- (176)

**Net debt 31/12/11**
- (155)

**2010 Net debt / OMDA 0.26x**

**Stable Gearing even after Acquisition**

**2011 Net debt / OMDA 0.24x**

**FCF 11e: around 170 M€**

- 87
- 75
- 140
- 155
- (155)
- (176)
- (218)
- (35)
- (91)
- (139)
## EPS 2011e

### Shares

<table>
<thead>
<tr>
<th>Description</th>
<th>Non diluted</th>
<th>Convertible</th>
<th>Fully diluted</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of 31.12.2010</td>
<td>69,914,077</td>
<td>5,414,771</td>
<td>75,328,848</td>
</tr>
<tr>
<td>SIS acquisition 01.07.2011</td>
<td>12,483,153</td>
<td>5,382,131</td>
<td>8,932,642</td>
</tr>
<tr>
<td><strong>Total shares</strong></td>
<td><strong>82,397,230</strong></td>
<td><strong>5,414,771</strong></td>
<td><strong>93,194,132</strong></td>
</tr>
</tbody>
</table>

### Average total # of shares

<table>
<thead>
<tr>
<th>Description</th>
<th>Non diluted</th>
<th>Convertible</th>
<th>Fully diluted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>76,155,653</td>
<td>5,414,771</td>
<td>84,261,490</td>
</tr>
</tbody>
</table>

### EPS 2011

<table>
<thead>
<tr>
<th>Description</th>
<th>Non diluted</th>
<th>Fully diluted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory</td>
<td>€2.36</td>
<td>€2.29</td>
</tr>
<tr>
<td>Adjusted¹</td>
<td>€3.11</td>
<td>€2.97</td>
</tr>
</tbody>
</table>

---

**Note 1** Adjusted for rationalization and restructuring costs of EUR 80 m  
**Note 2** Excluding financial expenses on convertible bonds of EUR 19 m for full year 2011  
**Note 3** Long term ETR of 29% - 30%
New entity pro forma financials

2011 targets

**A strong capital structure**

Key takeaways
## Strong level of liquidity sources available for Atos

### Syndicated loan
- Refinancing of Atos syndicated loan early 2011 (April)
- EUR 1.2 bn revolving facility refinanced with 12 banks (maturing in 2016) - 25% used so far

### Securitization
- EUR 200 m of securitization
- Program renewed for 5 years (from March 2009 onwards)

### Convertible Bonds
- EUR 250 m of OCEANE issued in October 2009 (maturing in 2016)
- EUR 250 m - Convertible Bond reserved to Siemens (maturing July 2016)

### No cash burn post SIS
- G&A restructuring program fully funded by Siemens – EUR 250 m
- Pensions fully funded – C. EUR 950 m
- Downward protection mechanisms provided on identified contract risk at closing – EUR 140 m
- Additional protection on unidentified contract risk at closing “umbrella” – EUR 200 m

### Liquidity availability improved and protective transaction terms
A strong capital structure

- Completion of the acquisition while preserving Atos’ capital structure
- Pro forma leverage significantly below banking covenant
- Atos’ financing and acquisition capacities maintained

**Historical net debt / OMDA ratio:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>0.64x</td>
</tr>
<tr>
<td>2009</td>
<td>0.28x</td>
</tr>
<tr>
<td>2010</td>
<td>0.26x</td>
</tr>
<tr>
<td>H1 11</td>
<td>0.17x</td>
</tr>
</tbody>
</table>

**Banking covenant < 2.5x**

**Headroom**

2011 pro-forma NewCo 0.24x
**Focus on Atos pensions**

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>30/06/2011</th>
<th>31/12/2010</th>
<th>31/12/2009</th>
<th>Expected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>(2 495)</td>
<td>(2 504)</td>
<td>(2 122)</td>
<td>(978)</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>2 277</td>
<td>2 201</td>
<td>1 872</td>
<td>956</td>
</tr>
<tr>
<td><strong>Unrecognized</strong></td>
<td>5</td>
<td>6</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>(213)</td>
<td>(297)</td>
<td>(240)</td>
<td>(12)</td>
</tr>
</tbody>
</table>

**Pensions in P&L**

<table>
<thead>
<tr>
<th></th>
<th>16</th>
<th>(32)</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating margin</strong></td>
<td>(11)</td>
<td>(26)</td>
<td>(25)</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>(6)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>33</td>
<td>-</td>
<td>38</td>
</tr>
</tbody>
</table>

**Note:**
- SIS numbers are largely preliminary and likely to change due to database evolution / final funding by Siemens / final set of assumptions
- Negotiations have been initiated in numerous countries to align pension benefit structures towards Atos standards
New entity pro forma financials

2011 targets

A strong capital structure

Key takeaways
Key takeaways

- The new Atos is a defensive asset:
  - 74% of recurring revenue

- SIS performance as expected:
  - (5.1%) OG and (0.7%) OM in H1

- Cost synergies are confirmed:
  - EUR 225 m mainly from SIS 15% SG&A

- Cash is protected:
  - EUR 183 m net debt target e.o.y

- Atos balance sheet is strong:
  - 0.24x net debt / EBITDA e.o.y

2013 EPS commitment

- At least + 50%
- 4,7 €
- 3,11 €
- +1,6 €

2011 Adjusted 2013 Adjusted
Charles Dehelly,
Senior Executive Vice President, Global Operations

TOP² AND SYNERGIES: FROM TRANSFORMATION to MARGIN IMPROVEMENT
## Reminder of our financial goals

<table>
<thead>
<tr>
<th>From</th>
<th>AO 2010</th>
<th>AtoS H1 2011 Pro forma</th>
<th>Atos 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>18%</td>
<td>16.7%</td>
<td>18-18.5%</td>
</tr>
<tr>
<td>SG&amp;A</td>
<td>11.3%</td>
<td>13%</td>
<td>10-11%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>6.7%</td>
<td>3.7%</td>
<td>7-8%</td>
</tr>
</tbody>
</table>

**Top² Ambition to secure Atos 2013**
SG&A: Close gap with former AO level and extract volume synergies

SG&A as a % of revenue

AO FY 2010 Atos Pro forma 2011

11.3% 13%

160-170M€

Restructuring

15-20M€

Siemens Job market

10-15M€

- C&B alignment
- Expatriates

65-70M€

Expenses and Real estate related to SG&A HC reduction

50-55M€

2 Years Salary increase**

195-225M€

10.5%

Restructuring combined with structural actions on SG&A staff will go beyond aligning SIS on Atos, and allow capture of economies of scale

*Activity Value Analysis: methodology used at Atos in 2009-10

**Assumption based on past years AO trend
A sustainable productivity approach on SG&A as opposed to cost cutting

AVA leads to identify 90% of our 1750HC target while, as of today, only 63% of SG&A have been analyzed. High confidence to achieve our goal

Self service tools

Reporting automation

Organization simplification
Gross Margin

TOP² led actions to close the Gross Margin gap between former SIS and Atos Origin businesses

H1 2011 pro-forma

Sustainable structural improvement to be fully launched by year end

16.7%

EUR 155 M FY

EUR 30-40 M FY

MS SI Middle management
Spans of control
Remove duplicative roles (e.g. tooling mgmt, portfolio)

EUR 30-40 M FY

Labor conditions Alignment
e.g. Working time, Comp and benefits alignment

EUR 70-75 M FY

EUR 30-40 M FY

Real estate
e.g. 9 sqm pp in western countries (EUR 40-50 M in total)

Top² 2013 Ambition

18.5%
Real estate

confident in achieving Atos standards leading to EUR 40-50 million/year savings through sqm/hc ratio reduction

Siemens Real Estate

- Specific deal signed with Siemens Real Estate in June (space adjustment without termination costs):
  - 100ksqm progressive decrease planned until end 2012 = EUR 25 million/year full impact 2013

Other landlords

- To be negotiated leveraging rent renewal, targeting 100ksqm decrease within 2 years for another EUR 15-25 million/year annualized

SIS real estate at closing (Sqm)

Source: TOP² program, Atos real estate
TOP² to sustain the competitiveness of Atos

TOP² develops productivity programs to improve competitiveness and offset price pressure and salary increases a recurring way.
### TOP² is the extension of the successful TOP program covering the new Atos scope

- A program running at Atos since 2009; running at SIS since Jan 2011
- Same structure as during previous TOP (2009-2011) populated with experienced Top leaders and some former SIS Talents and focused on Efficiency, Indirects and Cash

#### TOP² Management

- C. Dehelly

#### Communication

#### PMO

<table>
<thead>
<tr>
<th>Germany</th>
<th>France</th>
<th>UK</th>
<th>Worldline</th>
<th>Benelux</th>
<th>Iberia</th>
<th>CEE</th>
<th>N/SWE</th>
<th>NAM &amp; SAM</th>
<th>IMEA</th>
<th>Asia</th>
<th>Corporate</th>
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</table>

- T26- Improve performance of CO & TS
Purchasing

Synergies savings related to volume consolidation:
EUR 70 M spread over the 2011/2013
through standardization to increase competitiveness
+
Recurring EUR 120-150 million per year purchasing savings

- Systematic reverse auctions every 4 months
- Low cost sourcing
- Global contract with yearly committed savings and benchmark clauses

- Vendor consolidation
- Systematic reverse auctions every 4 months.
- Global contract with yearly committed savings and benchmark clauses

- OCS technology deployment to limit travels
- On line booking to get best available price
- 120g CO2 car policy
- Global contract with yearly committed savings and benchmark clauses
Lean Management: Applying proven approach to SIS perimeter

- 5 lean projects launched at SIS prior to closing; pilots found 25% efficiency gains
- Ex-Atos Lean Management infrastructure ported to SIS
- Freed up people reallocated to new projects, subcos replacement, or open positions resulting from attrition

**Staff working under Lean Management, FTE**

<table>
<thead>
<tr>
<th></th>
<th>End 2009</th>
<th>End 2010</th>
<th>June 2011</th>
<th>End 2011</th>
<th>End 2012 aspiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex-SIS</td>
<td></td>
<td></td>
<td></td>
<td>+14000 FTE</td>
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<td>Ex-AO</td>
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</tbody>
</table>

Source: TOP² program
Atos NAM has significant presence in Desktop Outsourcing (1600 FTEs; ~$200M annually)

Must continue to innovate to stay ahead of the competition

In the context of Lean Management within On-Site Services business, decided to launch a new way to work smarter and leverage technology

Dynamic dispatch tool gives real-time visibility into technician availability and performance, SLA compliance and enables to maximize utilization

First year net benefit of $6-$7m, on-going $11-$15m; International net benefits (e.g. France, Germany, etc.) $9-$12m
Close to the customer!

Almost 11,000 business technologists from Atos in Germany; main locations with more than 1000 employees: München, Nürnberg, Frankfurt, Essen

Biggest Group Business Unit within Atos worldwide: EUR 1.8 billion revenue (pro forma 2010)

Strategic Partnership with Siemens: EUR 5.5 billion outsourcing contract, joint F&E and go-to-market

Key customers in Germany: Bundesagentur für Arbeit, E-Plus, Nokia Siemens Networks, RAG

New strategic wins: BHF Bank, HSH Bank, Thyssen Krupp
Atos Investor Day
6 October 2011

Zoom on Germany by Winfried Holz

Discussion with:
- Siemens AG
- IG Metal
- Siemens WC
- Atos Origin

Why Atos will succeed?
Agreement on critical success factors:
- Restructuration plan of indirect
- Alignment of labor conditions with IT Services player
- Implementation of efficiency tools (Lean, Offshore, timesheet,...)

TOP² (12 initiatives)
- Of which: AVA (Indentifying 970 indirect positions to be freed up)

Integration streams
- Finance
- HR
- Purchasing
- IT....
- ...Sales
- Organization (N-3/N-2/N-1)
- Process alignment + Synergies actions prepared to be launched
- Hiring Control + OE bimonthly reviewed
- New contracts approval (clean team)

Social conditions negotiations (Working time, overtime, bonus, pensions, tools,...)

Restructuring

Real Estate plan
- Perlach space
- 65,000m²
- 32,000m²
- 18,000m²

July 2011

June 2012

IT integration (i.e. decrease of TSA)

Restructuring

Announcement
Dec. 14th
Jan. 10th
Mar. 25th
May. 10th
Jun. 20th
Closing
July 1st
Jul. 26th
Today
Oct. 31st
Dec. 2011
Dec. 2011
Dec. 2012

Today
Dec. 2011
Dec. 2011
Dec. 2012

65%→85%→100%→

Antitrust clearance
- Restructuring
- Social conditions
- Efficiency tools

Eckpunktepapiere: Agreement balance of interest and restructuring plan

6,900 employees transferred
Letter sent to 850 "indirects"
600 accepted the package + 120 to Siemens job market

All employees meeting (Munich + videp)

Agreement on critical balance of interest and restructuring plan

Siemens AG
IG Metal
Siemens WC
Atos Origin

Eckpunktepapiere:
Restructuring
Social conditions
Efficiency tools

Antitrust clearance
Restructuring
Social conditions
Efficiency tools

Announcement
Dec. 14th
Today
Dec. 2011
Dec. 2011
Dec. 2012

65%→85%→100%→

Eckpunktepapiere:
Restructuring
Social conditions
Efficiency tools

Antitrust clearance
Restructuring
Social conditions
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Restructuring
Social conditions
Efficiency tools

Antitrust clearance
Restructuring
Social conditions
Efficiency tools

Announcement
Dec. 14th
Today
Dec. 2011
Dec. 2011
Dec. 2012

65%→85%→100%→
Key takeaways

- Upper side of anticipated synergies from SIS acquisition confirmed
- New opportunities identified to further secure our financial goals
- Planned Germany restructuring including HQ already fully secured to deliver expected savings
- New AtoS N-2 /N-3 management with around 30% of former SIS executive in place and fully focused on business and sharing common values
Dance Together
Gilles Grapinet,
Senior Executive Vice President, Global Functions

Atos’ new growth engines
Content

I. Our vision of the IT Market

II. Atos new growth levers

III. Cloud
I. Our vision of the IT Market
## Atos vision of the IT Market

### Market segment: Business Enabling IT Services
- **Customers expectations**
  - Core Business innovation
  - Competitive differentiation
  - Top Line Growth and profitability
- **Atos’ Answers**
  - HTTS Development
  - Specialized BU for specific sub-Markets (Worldline, Worldgrid, MEV, …)
  - Vertical portfolio Expertise and Go-To-Market

### Market segment: Foundation IT Services
- **Customers expectations**
  - TCO Decrease
  - Flexibility
  - IT Standardization
  - Rock-solid Delivery
- **Atos’ Answers**
  - Industrialization
  - Off-shore & Global delivery
  - Cloud : AtoSphere
  - One stop-shop for global customers
  - Technology partnerships
Additional strengths from SIS acquisition

Market segment

**Business Enabling IT Services**
- Additional vertical expertise and offerings
- Scope extension for HTTS and Special Businesses
- Siemens partnership

**Foundation IT Services**
- Additional industrial scale
- Additional capabilities in Cloud Computing
- Additional off-shore capabilities

**Additional strengths from SIS acquisition**
- Additional Geographic coverage
- Additional Big deal capabilities
- Innovation and scientific community
- Reinforced partnership with technology providers
II. Atos new growth levers
From a Sales perspective integration is well advanced

- Integrated portfolio defined ✓
- Integrated Sales materials available on July 1rst ✓
- Former AO and SIS sales force trained to joint Sales best practice ✓ methodology
- Integrated large deal team up and running on July 1rst ✓
- Integrated account plans built for our largest 260 accounts covering 75% of our revenues, including top-line synergy targets ✓ and action plan
- 1100 customers and 500 new logo visited to present the new Atos ✓
- In-depth training of Sales force on new integrated portfolio: in progress
The new Atos Organization supports our growth strategy

Group Functions
- Global Sales & Marketing Support
- Finance
- Human Resources
- GIBS
- Talents & Communications
- Legal & Compliance
- Purchasing
- IT & Process

Markets & Sales
- Public, Health & Transports
- Siemens Account Executive
- Manufacturing, Retail & Services
- Financial Services
- Energy & Utilities
- Telecoms Media & Technology

GBU & SBU
- GBU Germany
- GBU France
- GBU UK/IR
- GBU Benelux
- GBU NAM
- GBU Iberia
- GBU N & SWE
- GBU CEE
- GBU IMEA
- GBU Asia Pacific
- GBU LATAM
- SBU Worldline
- SBU WorldGrid

Service lines
- Systems Integration
- Managed Services
- Consulting & Technology Services
- Hi-Tech Transactional Services

1 - Which includes Application Management and SAP Global Practice
2 - Which includes Professional Services
3 - Responsible also for Legal & Compliance and Internal Audit
4 - Which includes MEV, MEV runs on a separate P&L
5 - Includes Logistics and Housing
6 - Includes BPO
The new Atos Organization supports our growth strategy

Lever 1: Vertical Go-to-Market

Lever 2: Large deals

Lever 3: Siemens partnership

Lever 4: Reinforced Service Lines

Lever 5: EXPAND
The new Atos Organization supports our growth strategy

Lever 1: Vertical Go-to-Market

Markets & Sales
- Public, Health & Transports
- Siemens Account Executive
- Manufacturing, Retail & Services
- Financial Services
- Energy & Utilities
- Telecoms Media & Technology

GBU & SBU
- GBU Germany
- GBU France
- GBU UK/IR
- GBU Benelux
- GBU NAM
- GBU Iberia
- GBU N & SWE
- GBU CEE
- GBU IMA
- GBU Asia Pacific
- GBU LATAM
- SBU Worldline
- SBU WorldGrid

Global Sales & Marketing Support
- Finance
- Human Resources
- GIBS
- Talents & Communications
- Legal & Compliance
- Purchasing
- IT & Process

Siemens Global Partnership
- Strategic Sales Engagements

Chairman & CEO
- General Secretary
- EXPAND
- TOP & Integration

Service lines
- Systems Integration
- Managed Services
- Consulting & Technology Services
- Hi-Tech Transactional Services

1. Which includes Application Management and SAP Global Practice
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Atos
Investor Day
6 October 2011
Our Market organization is a key driver of growth

<table>
<thead>
<tr>
<th>Global Service Line</th>
<th>Global Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Line profitability</td>
<td>Accountable for Pipeline, Order Entry and Sales</td>
</tr>
<tr>
<td>Define and implement delivery models, processes and tooling</td>
<td>Accountable for Sales costs</td>
</tr>
<tr>
<td>Manage global delivery centers</td>
<td>Define Market strategy and portfolio</td>
</tr>
<tr>
<td>Manage global horizontal portfolio</td>
<td>Manage global accounts</td>
</tr>
<tr>
<td></td>
<td>Cross-sell across geographies &amp; expand customer base</td>
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<tr>
<td></td>
<td>Cross-fertilize on portfolio across Service Lines</td>
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<thead>
<tr>
<th>GBU/SBU</th>
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<tbody>
<tr>
<td>Accountable for External Revenues, Operating Margin and cash in territories</td>
</tr>
<tr>
<td>Implement Market strategy and global portfolio</td>
</tr>
<tr>
<td>Manage local accounts and local deals</td>
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<tr>
<td>Manage local Sales force</td>
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<tr>
<td>Manage service delivery and service quality within Group policies</td>
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<table>
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<tr>
<th>Markets &amp; Sales</th>
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<tbody>
<tr>
<td>Public, Health &amp; Transports</td>
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</tbody>
</table>

| Hi-Tech, Transactional Services |
| Consulting & Technology Services |
| Systems Integration |
| Managed Services |
Our Market organization is a key driver of growth

Global Market Structure

- Global Market Leader
  - EXCOM member
- Strategy & Business Development
  - Cross-sell across geographies and Service Lines
  - Expand customer base
- Vertical Portfolio
  - Build vertical offerings
- Global Account Executives
  - Manage global customers across GBUs
- Local Markets

Cross-fertilize on portfolio across Service Lines

- Enhance customer base
- Cross-sell across Geographies
## Atos Global Portfolio

### Financial Services (20%)
- Card processing
- Internet & mobile payments
- Core banking platforms
- Internet Banking
- Mobile Banking
- Health Insurance back-office utility
- Customer analytics

### Public, Health & Transport (26%)
- eGovernment solutions
- Next Generation administration
- Electronic Patient Records manag.
- E-Health card
- Fare Collection Management
- Train Ticketing solutions

### Manufacturing Retail & Services (32%)
- Manufacturing Operations Excellence
- Product & Service Innovation
- Global Supply Chain Management
- Customer Loyalty & Smart Mobility

### Energy & Utilities (7%)
- Smart metering
- SAP for Utilities
- Billing Services
- Grid Lifecycle Services
- Analytical Services
- Business Intelligence

### Telecom, Media & Technology (15%)
- B2B / B2C cloud enabling
- MVNO enabling
- Payment
- Billing Solutions
- ERP C&H
- Flexible ITO
- New Media Delivery
- Media Creation Facilities

### Business Enabling IT Services

#### Foundation IT Services
- Infrastructure management (mainframe, servers, storage and network services)
- Adaptative Workplace
- Atos Sphere and Cloud services
- Application Management
- ERP consolidation and harmonization
- Enterprise Application Integration
- Collaboration and Unified Communications

#### Atos Sphere and Cloud services
- Collaboration and Unified

#### Application Management
- ERP consolidation and harmonization

#### Manufacturing Operations Excellence
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#### Product & Service Innovation
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- SAP for Utilities

#### Grid Lifecycle Services
- Grid Lifecycle Services

#### Analytical Services
- Analytical Services

#### Business Intelligence
- Business Intelligence

#### B2B / B2C cloud enabling
- B2B / B2C cloud enabling

#### MVNO enabling
- MVNO enabling

#### Payment
- Payment

#### Billing Solutions
- Billing Solutions

#### ERP C&H
- ERP C&H

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- Flexible ITO

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- Media Creation

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### Foundation IT Services
- Card processing
- Internet & mobile payments
- Core banking platforms
- Internet Banking
- Mobile Banking
- Health Insurance back-office utility
- Customer analytics

---

**Dedicated session with Robert Goegele at 2:40pm**

UP-SELL & CROSS-SELL
The new Atos Organization supports our growth strategy

Lever 2: Large deals
2 Strategic Sales Engagement
Atos new large deals organization

Strategic Sales Engagement

Global Sales Engagement
70 experts in Global SSE to address cross-borders deals on a Global basis:
• MS deals over EUR 100 million
• SI/HTTS deals over EUR 50 million

Local Sales Engagement
90 experts in Local SSEs to ensure that GBU wins more of mid-size deals
2 Strategic Sales Engagement
Atos new large deals organization

Pipeline reinforced by SIS acquisition

<table>
<thead>
<tr>
<th></th>
<th>Atos Origin 30th June 2011</th>
<th>Atos 3rd October 2011</th>
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</thead>
<tbody>
<tr>
<td>Deals EUR 100 m +</td>
<td>2.7</td>
<td>3.7</td>
</tr>
<tr>
<td>Deals EUR 50-100 m</td>
<td>77%</td>
<td>70%</td>
</tr>
<tr>
<td>Deals below EUR 50 m</td>
<td>11%</td>
<td>17%</td>
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<tr>
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<td>12%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Weighted Pipeline in EUR billion

- Deals EUR 100 m+: 2.7
- Deals EUR 50-100 m: 77%
- Deals below EUR 50 m: 11%

Atos new large deals organization

Strategic Sales Engagement

Global Sales Engagement
70 experts in Global SSEs to address cross-border deals on a global basis:
- MS deals over EUR 100 million
- SI/HTTS deals over EUR 50 million

Local Sales Engagement
90 experts in Local SSEs to ensure that GBl wins more of mid-size deals

2.7

Dedicated session with Swen Rehders at 3:40pm
The new Atos Organization supports our growth strategy

Lever 3: Siemens partnership

1. Which includes Application Management and SAP Global Practice
2. Which includes Professional Services
3. Responsible also for Legal & Compliance and Internal Audit
4. Which includes MEV, MEV runs on a separate P&L
5. Includes Logistics and Housing
6. Includes BPO
Siemens partnership key achievements up-to-date

- Set-up of partnership governance ✓
- Successful set-up of partnership teams both at corporate level and in business units ✓
- Identification of a significant first pipeline of opportunities ✓
- Commercial cooperation fully operational and targeting Order Entry as soon as end 2011 ✓
3. Atos has now joined 12 out of 14 of Siemens One Market Development Boards.

- Airports
- Automotive
- Pulp & Paper
- Datacenters
- Power & Utilities
- Pharmaceutical
- Chemicals
- Cities
- Hospitality (Pilot Membership)
- Hospitals (Pilot Membership)
- Oil & Gas (Pilot Membership)
- Food & Beverages (Pilot Membership)
Siemens Global Partnership Collaboration and Investments Areas

- Low Emission Zones
- Tolling
- Integrated Passenger Management
- DCIM
- Smart Stadiums
- PLM/ MES
- Road Transport
- eCar
- Smart Grid
- Healthcare
- Healthcare SaaS
- Mass serialization
- Park and charge
- Energy Trading and Risk Management

Number of projects:
- Road Transport: 4
- PLM/ MES: 7
- eCar: 5
- Smart Grid: 7
- Healthcare: 3
- Low Emission Zones: 2

Atos Investor Day
6 October 2011
The new Atos Organization supports our growth strategy

Lever 4 Reinforced Service Lines
Service Lines

Business Enabling IT Services

HTTS & Specialized Businesses 20%

System Integration 27%

Managed Services 46%

Foundation IT Services

Dedicated session with Eric Grall at 1:50pm

Dedicated session with Marc-Henri Desportes at 2:15pm

Dedicated session with Francis Meston at 3:20pm
Service Lines

Business Enabling IT Services

HTTS & Specialized Businesses 20%

Foundation IT Services

System Integration 27%

Managed Services 46%

Consulting & Technology Services 7%
More than 6,500 proximity experts,
EUR 600 million revenues
Synergies between Consulting and Technology Services

- Same business-model:
  - Success based on people excellence
  - Work performed on customer site close to the customer
  - Very little project risks, no SLAs
  - Very little CAPEX
  - Highly cyclical will benefit from the economic turn-around
  - Same KPI: people utilization

- Similar value proposition to customers: help them transform their processes and IT Systems while keeping control, ownership, and a strong alignment with their specific requirements

- Value creation drivers:
  - Significant potential for cross-sell between TS and Consulting
  - Optimization of resource utilization between the two businesses
  - Brand synergies
## France success story

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atos Consulting</td>
<td></td>
<td></td>
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<tr>
<td>System Integration</td>
<td></td>
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<tr>
<td>- Atos Formation</td>
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<tr>
<td>- IT Consulting</td>
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<tr>
<td>- Professional Services</td>
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<td></td>
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<tr>
<td>Managed Services</td>
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<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atos Consulting</td>
<td>50</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>(Atos Consulting,</td>
<td></td>
<td></td>
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<tr>
<td>Atos Formation, IT</td>
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<tr>
<td>Consulting)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Atos Professional</td>
<td>148</td>
<td>143</td>
<td>162</td>
</tr>
<tr>
<td>Services (SI + MS)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atos Consulting &amp;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Services</td>
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### France

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011 (e)</th>
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<tbody>
<tr>
<td></td>
<td>ER</td>
<td>%OM</td>
<td>ER</td>
</tr>
<tr>
<td>Consulting</td>
<td>50</td>
<td>6.9%</td>
<td>52</td>
</tr>
<tr>
<td>Technology</td>
<td>148</td>
<td>1.1%</td>
<td>143</td>
</tr>
<tr>
<td>Services</td>
<td>198</td>
<td>2.5%</td>
<td>194</td>
</tr>
</tbody>
</table>
## C&TS ambition is to reach 10% Operating Margin

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
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<th>2011 (e)</th>
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<tr>
<td><strong>Managed Services</strong></td>
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<td></td>
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<tr>
<td>- Professional Services</td>
<td></td>
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</tbody>
</table>

### Atos Consulting & Technology Services

C&TS ambition is to deliver 10% OM by replicating this success story to major C&TS countries.

<table>
<thead>
<tr>
<th>France</th>
<th>2009 ER</th>
<th>2009 %OM</th>
<th>2010 ER</th>
<th>2010 %OM</th>
<th>2011 (e) ER</th>
<th>2011 (e) %OM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>50</td>
<td>6.9%</td>
<td>52</td>
<td>9.2%</td>
<td>52</td>
<td>12.7%</td>
</tr>
<tr>
<td>Technology Services</td>
<td>148</td>
<td>1.1%</td>
<td>143</td>
<td>2.7%</td>
<td>162</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>C&amp;TS</strong></td>
<td>198</td>
<td>2.5%</td>
<td>194</td>
<td>4.4%</td>
<td>214</td>
<td>7.6%</td>
</tr>
</tbody>
</table>
The new Atos Organization supports our growth strategy
Expand is a Sales Transformation program launched in Sept 2011

- EXCOM driven program

- Operational targets and KPIs
  - Pipe
  - Win rate
  - Order Entry

- Strong Alignment with TOP² for execution
  - Leverages the same country leaders as TOP
  - Linkage with budget process is the same as TOP, and will be embedded into 2012 budget
  - Focus on actions, with a strong local involvement
Expand addresses what we sell, how we sell and how we support Sales

PORTFOLIO

Portfolio positioning and product-market strategy

SALES EFFICIENCY

Win-rate improvement
Proactive sales management
Sales performance management
Sales operations industrialization

SUPPORT

Resource rebalancing
Pre-sales governance
Brand awareness and image
Talents management
Gross margin adherence
Building on TOP approach, Expand is orchestrated to deliver tangible results to be materialized in semestrial budgets.
Building on TOP approach, Expand is orchestrated to deliver tangible results to be materialized in semestrial budgets.

- Portfolio management function operational
- Address low performers
- Lean Sales pilots
- 100% of revenue planned through account plans, including cross-selling
- Win workshops systematic
- Atos CRM in place on ex-SIS scope

**H2 2011**

- Network of world class solutions experts
- Targeted hires started in emerging markets
- Global sales comp plan in line with world class players
- Territories and quotas
- Sales managers assessment complete and actions taken
- Enhanced sales knowledge base

**H1 2012**

- Lean Sales rolled out to 100% of sales staff
- Offshore solutioning center operational for all GBU's
- Market pricing database used across all SLs
- Sales rebalancing complete
- Sales managers assessment complete and actions taken
- Updated, user-friendly CRM in place

**2013**

- Atos in Magic Quadrant in all relevant markets

**Budget 2013**

- EUR 9 to 10 billion External Revenues by 2013

**Pipeline and Win rate improvement**
### Atos vision of the IT Market

<table>
<thead>
<tr>
<th>Market segment</th>
<th>Customers expectations</th>
<th>Atos’ Answers</th>
</tr>
</thead>
</table>
| **Business Enabling IT Services** | • Core Business innovation  
• Competitive differentiation  
• Top Line Growth | • HTTS Development  
• Dedicated specialized BU for specific sub-Markets (Worldline, Worldgrid, MEV, …)  
• Vertical portfolio Expertise and Go-To-Market |
| **Foundation IT Services**  | • TCO Decrease  
• Flexibility  
• IT standardization  
• Rock-solid Delivery | • Industrialization  
• Off-shore & Global delivery  
• **Cloud: AtoSphere**  
• One stop-shop for global customers  
• Technology partnerships |
III. Cloud

06 October 2011
Cloud in the IT services market

Another transformation for IT, that will generate additional demand for services

- Custom development
- IT Internally managed
- Packaged software
- Outsourcing
- Public cloud
- Private cloud
- Hybrid cloud

<table>
<thead>
<tr>
<th>Category</th>
<th>Total market growth 2000-2012 (Europe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computing Hardware</td>
<td>1.2%</td>
</tr>
<tr>
<td>Software</td>
<td>10.4%</td>
</tr>
<tr>
<td>IT services</td>
<td>5.0%</td>
</tr>
<tr>
<td>Telecom</td>
<td>3.3%</td>
</tr>
<tr>
<td><strong>Total IT spending</strong></td>
<td><strong>3.8%</strong></td>
</tr>
</tbody>
</table>

- IT services grew above market rate in the previous transformation of IT
- Transformations structurally increase the need for services in IT and increases the addressable market

Source: Gartner Research
Private Cloud is our priority target

<table>
<thead>
<tr>
<th>Cloud Market in B€</th>
<th>2011</th>
<th>2015</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Cloud</td>
<td>34.7</td>
<td>74.8</td>
<td>21%</td>
</tr>
<tr>
<td>Private Cloud</td>
<td>11.5</td>
<td>50.5</td>
<td>45%</td>
</tr>
<tr>
<td>Total</td>
<td>46.2</td>
<td>125.3</td>
<td>28%</td>
</tr>
<tr>
<td>In % of IT Services</td>
<td>5%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Figures exclude Advertising revenue – Source: Gartner Research

The share of the Atos addressable market transferring to Public cloud will remain very limited

<table>
<thead>
<tr>
<th></th>
<th>Public Cloud</th>
<th>Private Cloud</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target market</td>
<td>Individuals &amp; SMEs</td>
<td>Large clients</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>No control by the client</td>
<td>Specific requirements possible (location…)</td>
</tr>
<tr>
<td>Security</td>
<td>Standard</td>
<td>Advanced and customized</td>
</tr>
<tr>
<td>Service guarantees</td>
<td>No SLAs</td>
<td>SLAs and contractual commitments</td>
</tr>
<tr>
<td>Atos Positioning</td>
<td>Integrator</td>
<td>Integrator and Operator</td>
</tr>
</tbody>
</table>
Atos is Cloud ready

**Outsourcing**
- Managed Services
  - Datacenter operation
  - Physical, people and servers mutualisation
  - Virtualization and automation
  - Monthly billing based on committed volume

- Systems integration
  - Software customization and integration
  - Mature core software systems

**Cloud**
- Private cloud
  - Datacenter operation
  - Physical, people, servers and software mutualisation
  - Virtualization and automation
  - Self-service fast provisionning
  - Flexible billing per actual use

- Software as a Service
  - Infrastructure management
  - Legacy and SAAS integration
  - Massive reengineering of Legacy software to be “SAAS ready”

Cloud is an evolution, not a revolution

Atos Investor Day
6 October 2011
Emergence of Cloud is an opportunity for Atos

**SCALE**
Is essential to industrialize and achieve economies of scale

**CLIENT BASE AND CLIENT INTIMACY**
Are required to be their partner throughout the transformation

**ABILITY TO FORM PARTNERSHIPS**
Is critical as the frontier between Outsourcing, Software and Services blurs

**DELIVERY CAPABILITY**
Is needed both in Integration and Operation to address all aspects of the transformation

**ATOS DIFFERENTIATORS IN THE CLOUD TRANSFORMATION**
Key takeaways

- Atos has implemented an organization which fully supports its new Growth levers

- Atos has launched an new major initiative – EXPAND - to improve Sales force effectiveness and leverage Atos new leadership on the market

- From a Sales perspective integration is already well advanced

- Atos has a clear strategy and action plan in place to benefit from market evolutions both in cloud computing and in Business enabling IT services
Thank you

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06 October 2011