Atos
FY 2011 Financial Performance

Industry Analyst Webinar
Paris - February 23rd 2012
Disclaimers

- This document contains further forward-looking statements that involve risks and uncertainties concerning the Group’s expected growth and profitability in the future. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2010 Reference Document filed with the Autorité des Marches Financiers (AMF) on 1 April 2011 under the registration number: D11-0210 and its updates filed on 8 June 2011 under the registration number: D11-0210-A01 and on 29 July 2011 under the registration number: D11-0210-A02.

- Global Business Units include Germany, France, UK & Ireland, Benelux (The Netherlands, Belgium and Luxembourg), Atos Worldline (French, German, Belgian, Asian and Indian subsidiaries), Central and Eastern Europe (CEE: Austria, Bulgaria, Croatia, Serbia, Poland, Czech Republic, Russia, Romania, Slovakia and Turkey), North America (NAM: USA and Canada), North & South West Europe (N&SW Europe: Switzerland, Italy, Denmark, Finland, Sweden & Greece), Iberia (Spain, Portugal), Other Business Units including Major Events (MEV), 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.

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

- 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.

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

- The audit procedures on the consolidated financial statements have been completed. Audit opinion will be issued after the Board of Directors’ meeting on March 29, 2012, once the verification of the complete financial information and the management’s report, as well as the review of subsequent events, have been performed.
Agenda

1. 2011 highlights
2. Full year 2011 financial results
3. Business performance
4. Strategy and 2012 Objectives
5. Conclusion and Q&A
2011: We achieved our commitments

<table>
<thead>
<tr>
<th>Guidance for new scope issued at H1 2011 release</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>EUR 6,812 million ✓</td>
</tr>
<tr>
<td>The Group targets a statutory revenue for 2011 around EUR 6.8 billion</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>6.2% ✓</td>
</tr>
<tr>
<td>The Group increases its full year guidance to 6.2 per cent operating margin rate</td>
<td></td>
</tr>
<tr>
<td><strong>Cash Generation</strong></td>
<td>• EUR 194 million ✓</td>
</tr>
<tr>
<td>A free cash flow increasing of 20% compared to Atos stand alone in 2010, leading to around EUR 170 million</td>
<td>• +36% vs. 2010 ✓</td>
</tr>
</tbody>
</table>
2011 - Main achievement: SIS acquisition

Preparation of the integration in H1, customers, organization, IG Metal & Working Council, ...

Successful closing on July 1st, 2011

Integration ahead of initial expectations

Strategic partnership with Siemens:
- Access to Siemens One
- Start of significant initiatives

Post closing transfer of the differed countries and assets:
- China, Turkey, E-utile, and Russia

74,000 Employees
Reminder of our financial goals

With structural circa 120bp improvement from SG&A and circa 50bp improvement from GM, Top² well on track to deliver 2013 planned cost structure

<table>
<thead>
<tr>
<th>From</th>
<th>AO 2010</th>
<th>Atos 2011 Pro forma</th>
<th>AtoS 2012 Ambition</th>
<th>AtoS 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>18%</td>
<td>17.5%</td>
<td>Circa 18%</td>
<td>18-18.5%</td>
</tr>
<tr>
<td>SG&amp;A</td>
<td>11.3%</td>
<td>12.7%</td>
<td>Circa 11.5%</td>
<td>10-11%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>6.7%</td>
<td>4.8%</td>
<td></td>
<td>7-8%</td>
</tr>
</tbody>
</table>

Investors Day
October 6th 2011

Full Year 2011 results
23 February 2012

Your business technologists. Powering progress
AVA (Activity Value Analysis): Indirect headcount reduction fully identified and Exit plan well online to deliver expected savings

AVA expect to overachieve the Initial ambition by over 270HC with 94% of SG&A scope analyzed. High confidence to achieve our goal. As circa 1050 exited by the end of 2011, 100% plan to exit by the end of 2012 with full saving impact in 2013.
Lean Management: Rolled out to 26,000 employees by end 2012

- Applying proven approach to SIS perimeter in 2012
- Best practices identified in SI and in MS being incorporated into approach
- Projects still delivering typical 15-25% on SI activities and 20-30% on MS activities
- Freed up people reallocated to new projects, subcos replacement, or open positions resulting from attrition

Source: TOP² program
Fully Integrated Global Delivery Operations

More than 50% of MS employees in a Global Factory to deliver high quality industrialized services

SAP and Application Hosting:
- 900,000 SAP Users
- Global certified SAP cloud service provider

Managed service centers
- Global service desks
- Local service desks
- Global data centers
- Local data centers
- Systems integration centers

Systems Integration Services:
- 26,000 professionals
- 3 global practices: Solutions, SAP, Application Management
- 48 global offerings including 24 vertical offerings and 24 technology offerings
- Distributed delivery supported by 6,000 professionals in 5 offshore centers

Data center:
- 80+ data centers and 100+ data rooms
- Enough capacity to sustain growth through 2014
- Major new flagship DC investment planned for 2014 readiness
- New Tiered model to deliver Cloud services from 13 strategic locations with Hub & Satellite approach
- Consolidation under way: closing 50 sites, opening 6 new DCs, +20% utilization, -12% costs, reduction in PUE
- Sustainability: Offsetting carbon footprint on Data Centers
- New DC achieving world class energy efficiency: Q3 2011 opening of “World’s Most Eco-efficient Data Center” facility in Helsinki

Network and Security Operations Center:
- 20 global centers
- > 105,000 Servers
- > 40,000 switches, 6,000 Routers
- ISO 9001, ISO 27001 and SAS70 certified

Service Desk:
- 10 global and 39 local delivery centers
- 45 mio. calls per year
- 2.4 mio. seats
- 38 languages with 29 served off/near-shore
- ISO 9001 and ISO 27001 certified
Agenda

1. Full year 2011 highlights

2. Full year 2011 financial results

3. Business performance

4. Strategy and 2012 Objectives

5. Conclusion and Q&A
A return to revenue growth

A return to revenue organic growth* in the fourth quarter 2011

Led by Managed Services and HTTS & Specialized Businesses

eXpand program launched in H2 2011 to accelerate growth in all Service Lines

* Revenue organic growth is presented at constant scope and exchange rates
2011: Financial highlights

### Full Year 2011 results
23 February 2012

<table>
<thead>
<tr>
<th>Financial Highlight</th>
<th>Value</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue organic evolution</td>
<td>+0.3%</td>
<td>(FY 2010: -3.5%)</td>
</tr>
<tr>
<td>Operating margin</td>
<td>6.2%</td>
<td>(FY 2010 PF CS: 4.3%)</td>
</tr>
<tr>
<td>Book to bill</td>
<td>103%</td>
<td>(FY 2010: 111%)</td>
</tr>
<tr>
<td>Net income Group share (EUR m)</td>
<td>182</td>
<td>(FY 2010: EUR 116 m)</td>
</tr>
<tr>
<td>Free Cash Flow (EUR m)</td>
<td>194</td>
<td>(FY 2010: EUR 143 m)</td>
</tr>
<tr>
<td>Net debt (EUR m)</td>
<td>-142</td>
<td>(31 December 2010: EUR -139 m)</td>
</tr>
</tbody>
</table>

Net debt (EUR m) (31 December 2010: EUR -139 m)
### Revenue constant scope and exchange rates reconciliation

**23 February 2012**

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>2011</th>
<th>2010</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statutory revenue</strong></td>
<td>6,812</td>
<td>5,021</td>
<td>+35.7%</td>
</tr>
<tr>
<td>Scope impact</td>
<td>1,791</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange rates impact</td>
<td>-22</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue at constant scope and exchange rates</strong></td>
<td>6,812</td>
<td>6,790</td>
<td>+0.3%</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td>422.4</td>
<td>337.4</td>
<td>+25.2%</td>
</tr>
<tr>
<td>Scope impact</td>
<td>-40.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange rates impact</td>
<td>-2.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating margin at constant scope and exchange rates</strong></td>
<td>422.4</td>
<td>294.7</td>
<td>+43.4%</td>
</tr>
</tbody>
</table>
Full Year 2011 results
23 February 2012

2011 Atos revenue* profile of 8.5 B€
Breakdown by SLs and Markets

*12 months proforma

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>2011 PF 12m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Services</td>
<td>3.952</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>2.241</td>
</tr>
<tr>
<td>HTTS &amp; SB</td>
<td>1.726</td>
</tr>
<tr>
<td>Consulting &amp; TS</td>
<td>593</td>
</tr>
<tr>
<td><strong>GROUP</strong></td>
<td><strong>8.511</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>2011 PF 12m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing, Retail &amp; Services</td>
<td>2.855</td>
</tr>
<tr>
<td>Public, Health &amp; Transport</td>
<td>2.154</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1.674</td>
</tr>
<tr>
<td>Telecoms, Media &amp; Technology</td>
<td>1.250</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>579</td>
</tr>
<tr>
<td><strong>GROUP</strong></td>
<td><strong>8.511</strong></td>
</tr>
</tbody>
</table>
### 2011 GBU Revenue Performance

**Full Year 2011 results**  
**23 February 2012**

<table>
<thead>
<tr>
<th>GBU</th>
<th>2011 PF 12m</th>
<th>% of Total</th>
<th>2011 statutory</th>
<th>2010 CS PF</th>
<th>2011/2010 Growth CS PF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>1.703</td>
<td>20%</td>
<td>1.100</td>
<td>1.054</td>
<td>4.4%</td>
</tr>
<tr>
<td>United-Kingdom &amp; Ireland</td>
<td>1.461</td>
<td>17%</td>
<td>1.195</td>
<td>1.146</td>
<td>4.2%</td>
</tr>
<tr>
<td>France</td>
<td>1.000</td>
<td>12%</td>
<td>991</td>
<td>1.021</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Benelux</td>
<td>1.026</td>
<td>12%</td>
<td>942</td>
<td>1.006</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>913</td>
<td>11%</td>
<td>913</td>
<td>903</td>
<td>1.2%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>526</td>
<td>6%</td>
<td>311</td>
<td>283</td>
<td>9.8%</td>
</tr>
<tr>
<td>North America</td>
<td>498</td>
<td>6%</td>
<td>304</td>
<td>276</td>
<td>10.2%</td>
</tr>
<tr>
<td>North &amp; South West Europe</td>
<td>415</td>
<td>5%</td>
<td>224</td>
<td>241</td>
<td>-7.3%</td>
</tr>
<tr>
<td>Iberia</td>
<td>343</td>
<td>4%</td>
<td>314</td>
<td>315</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Other BUs</td>
<td>626</td>
<td>7%</td>
<td>519</td>
<td>545</td>
<td>-4.8%</td>
</tr>
<tr>
<td><strong>GROUP</strong></td>
<td><strong>8.511</strong></td>
<td><strong>100%</strong></td>
<td><strong>6.812</strong></td>
<td><strong>6.790</strong></td>
<td><strong>0,3%</strong></td>
</tr>
</tbody>
</table>

* proforma revenue. 2010 at constant exchange rates
Agenda

1. Full year 2011 highlights

2. Full year 2011 financial results

3. Business performance

4. Strategy and 2012 Objectives

5. Conclusion and Q&A
## Full Year 2011 results
23 February 2012

### Portfolio positioning

1. Improve **offers** to differentiate Atos, accelerate growth, climb the value chain
2. Revised **resources allocation** to maximize sales ROI
3. New tools and processes for a better sales efficiency
4. A leading company’s **sales mindset**
5. Winning more, a more profitable business
6. Sales & presales **talent** management
7. **Brand** repositioning
8. Sales operations industrialization
9. Brand awareness and image
10. Sales performance management
11. Pre-sales governance
12. Win-rate improvement
13. Gross margin adherence
14. Talents management
15. Proactive sales leadership
16. Resource rebalancing
17. Revised resources allocation to maximize sales ROI
18. New tools and processes for a better sales efficiency
19. A leading company’s sales mindset
20. Winning more, a more profitable business
21. Sales & presales talent management
22. Brand repositioning
eXpand « early wins » - brand awareness campaign
2011 Pipeline evolution

- SIS acquisition gave Atos access to more large deals
- Deals above 50 million represented 28% compared to 23% before SIS acquisition
## Main wins and renewals over Q4 2011 (1/2)

**Manufacturing, Retail & Services**
- Bayer (Germany): Adaptive Workplace - MS
- Major Sports good manufacturer (NAM): Adaptive Workplace - MRS - Renewal
- Darty (France): Network & Communications Outsourcing - MRS
- Siemens (Germany): Managed Infrastructure Solution - MS - Renewal
- Philips (Benelux): IT Enterp. Arch, BPM, SOA - SI - Renewal

**Public, Health & Transports**
- French Ministry (Atos Worldline): Radars – HTTS - Renewal
- Dept for Work & Pensions (UK): Other Public, Health & Transport Solutions - SI
- Ministry of Justice (UK): Adaptive Workplace – MS - Renewal
- Ministry of Justice (UK): Network & Communications - MS
- Public Health Institution (UK): WorldCare Health System Info Management - SI

**Financial Services**
- LV=(UK): Infrastructure Transformation - MS – Renewal
- Large Financial Institution (Benelux): C&TS - Renewal
- Large German Bank (Atos Worldline): Issuing Processing - HTTS & SB - Renewal
- Financial Institution in Switzerland (N&SWE) - MS
- Axis Bank (Atos Worldline): Acquiring business - HTTS & SB - Renewal
Main wins and renewals over Q4 2011 (2/2)

Telecoms, Media & Technology
- Leader Software editor (NAM): Managed Infrastructure Solution – MS + Renewal
- Large Media Company (UK): Managed Infrastructure Solution - MS
- Major mobile phone (CEE): Core BSS Telecom System - SI
- AVEA (CEE): Adaptive Workplace - MS - Renewal

Energy & Utilities
- EDF (France): Managed Infrastructure Solution - MS
- EDF (France): Managed Infrastructure Solution - MS – Renewal
- Gasunie (Benelux): ERP Consolidation & Harmonization (GKO) – TS - Renewal
- Large oil company (Germany): IT Enterp. Arch, BPM, SOA – SI
- CNPE (AtosworldGrid): Power Generation Management (GKO) - HTTS & SB
## Strategic Sales Engagements

### Recent wins (1/3)

**Global Chem. Pharma**

<table>
<thead>
<tr>
<th>Type</th>
<th>New Logo</th>
</tr>
</thead>
<tbody>
<tr>
<td>TCV</td>
<td>&gt; € 200 million</td>
</tr>
<tr>
<td>Duration</td>
<td>88 months</td>
</tr>
<tr>
<td>Market</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Country</td>
<td>Germany / worldwide</td>
</tr>
<tr>
<td>HR</td>
<td>takeover of approx. 130 employees</td>
</tr>
</tbody>
</table>

### Summary

- **What we won:** Service Desk, Desktop Management and Onsite Support for workplaces in Germany (38 k seats). Virus protection and SW distribution as worldwide services for the Group (120 k seats).
- **Why we won:**
  - Innovative HR solution aligned with the special requirements of the client
  - Expertise to drive innovation
  - A good and common understanding of the services to deliver
  - Good customer relationship
  - A fair proportion between price and service
- **Competitors:** HP, T-Systems, IBM and Wipro
### Strategic Sales Engagements

#### Recent wins (2/3)

<table>
<thead>
<tr>
<th>Chemical Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
</tr>
<tr>
<td><strong>TCV</strong></td>
</tr>
<tr>
<td><strong>Duration</strong></td>
</tr>
<tr>
<td><strong>Market</strong></td>
</tr>
<tr>
<td><strong>Country</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Information Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
</tr>
<tr>
<td><strong>TCV</strong></td>
</tr>
<tr>
<td><strong>Duration</strong></td>
</tr>
<tr>
<td><strong>Market</strong></td>
</tr>
<tr>
<td><strong>Country</strong></td>
</tr>
</tbody>
</table>

#### Summary

**Chemical Industry**

- **What we won:**
  - Renewal of the existing Data Center Services contract
  - Extensions for EMEA, NAM, SAM and APAC
  - New services

- **Why we won:**
  - Delivery quality + strong relationship
  - A deal structure that enabled the clients’ Shared Service Center to effectively sell the offer to their 16 international Business Units

- **Competitors:** IBM, Wipro

**Global Information Provider**

- **What we won:**
  - Cloud-based IT infrastructure services (Application Hosting, service desk, storage, networking, collaboration, managed security) together with Dell Services

- **Why we won:**
  - Common passion about industry innovation
  - Long history of close cooperation

- **Competitors:** IBM, T-Systems, CSC
## Strategic Sales Engagements

### Recent wins (3/3)

<table>
<thead>
<tr>
<th>Electric Utility</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
<td>New Business</td>
</tr>
<tr>
<td><strong>TCV</strong></td>
<td>&gt; €200 million</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>8 years</td>
</tr>
<tr>
<td><strong>Market</strong></td>
<td>Energy &amp; Utility</td>
</tr>
<tr>
<td><strong>Country</strong></td>
<td>France</td>
</tr>
</tbody>
</table>

**What we won:** 4 000 servers to be operated

**Why we won:**
- Focus on business processes
- Agility, anticipation, innovation
- Strong relationship with the client

**Competitors**
- Oracle (ex-Sun division), OBS, Stéria, CAP

<table>
<thead>
<tr>
<th>Public Sector</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
<td>New Business</td>
</tr>
<tr>
<td><strong>TCV</strong></td>
<td>&gt; €80 million</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>5 years</td>
</tr>
<tr>
<td><strong>Market</strong></td>
<td>Public Sector</td>
</tr>
<tr>
<td><strong>Country</strong></td>
<td>UK</td>
</tr>
</tbody>
</table>

**What we won:** Integrated IT desktop services for the department and some of its Arm Length Bodies

**Why we won:**
- Commitment to service excellence
- Flexible contract resulting in 40% cost savings

**Competitors**
- CSC, BT
Agenda

1. Full year 2011 highlights
2. Full year 2011 financial results
3. Business performance
   1. Commercial performance
   2. Siemens as a partner and client
4. Strategy and 2012 Objectives
5. Conclusion and Q&A
### Siemens Partnership: A strategic alliance geared to generate significant joint business

#### Full Year 2011 results
23 February 2012

The basis of our partnership

- **15% stake in Atos capital, with a 5-year lock up**
- **Convertible Bond to share the results from expected synergies**
- **Membership at Atos Board of Directors**
- **Long term IT services contract with Atos**

**Global Alliance between Siemens and Atos**

<table>
<thead>
<tr>
<th>Divisions Commercial Collaboration</th>
<th>Joint investments</th>
<th>Participation in Siemens One</th>
<th>Cluster collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial partnerships in 15 specific areas for collaboration in Industry, Transport, Energy, Healthcare</td>
<td>Funding of the development and commercial launch of new products in Industry</td>
<td>Integration of Atos into Siemens One</td>
<td>Atos to be an enabler for Siemens business locally</td>
</tr>
<tr>
<td>Example - Partnerships in Product Life Cycle Management</td>
<td>100M€ to be invested jointly (split 50-50 between Atos and Siemens)</td>
<td>Objective to foster joint approach to large deals and customers</td>
<td>Integration in Governance structure</td>
</tr>
<tr>
<td>Example - Integration of Atos HTTS customer relationship platform with Siemens Tolling capabilities</td>
<td>Example - Joint bid for Major Events (Euro 2016 stadiums)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Example - Provision of integration resources for Siemens Software (HIS...)</td>
<td></td>
</tr>
</tbody>
</table>
Approved investments involving numerous business units in both groups
Siemens IT Partnership with Atos (= SIPA) Achievements H2 2011

- **Major Wins** (deals with a TCV > 10 M €)
  - Healthcare DX – North America
  - LATAM Non Data Centre
  - Healthcare DX – EMEA
  - Healthcare Common Remote Service Platform
  - APAC Spiridon Upgrade
  - India Infrastructure & Application Support
  - One SRM – Germany

- Positive trend in Global Infrastructure & Application **Service Quality** improvements

- Supporting transformation of **Siemens** Working Environment of Future (**WEOF**)

- **SIPA processes** (first call / last call) & **governance** implemented

- Speed of Atos Origin – SIS integration and Global Siemens Account and delivery **organization in place**
Agenda

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### A global leader at addressing the dual demand of the IT Services Market

**Full Year 2011 results**

23 February 2012

<table>
<thead>
<tr>
<th>Market demand</th>
<th>Customers expectations</th>
<th>Atos’ answers</th>
<th>Ambition</th>
</tr>
</thead>
</table>
| Business Enabling IT Services | ▶ Core Business innovation  
▶ Competitive differentiation  
▶ Top Line Growth and profitability | ▶ HTTS development  
▶ Specialized BU (AWL, AWG, MEV, CNS, …)  
▶ Vertical portfolio expertise and Go-To-Market  
▶ Siemens partnership | ▶ Be amongst world leaders  
▶ HTTS+SB: grow above 20% of Atos revenues |
| Foundation IT Services | ▶ TCO decrease  
▶ Flexibility  
▶ IT Standardization  
▶ Rock-solid Delivery | ▶ Industrialization  
▶ Scale & footprint in MS  
▶ Data Center consolidation  
▶ Off-shore & Global delivery  
▶ One stop-shop for global customers | ▶ #1 in our home market and in TOP 3 in targeted markets  
▶ Be the European leader in Cloud |

**Your business technologists. Powering progress**
Atos Cloud strategy is founded on two pillars

Strong partnerships with co-investment and JVs in selected areas

Enable the transformation of our clients to the Cloud
- Security
- Enterprise highly demanding SLAs
- IaaS/PaaS
- Consulting

Enable the shift to SaaS for leading software vendors
- From mono usage to multi tenant architecture
- Pay per use
Canopy provides a solution to enterprise concerns

1. **One stop shop:** from Cloud consulting and professional services, to Infrastructure on-demand, Platform on-demand, and an Application Store offering multiple Software as-a-Service

2. **Enterprise-class specifications:** commitment on data security, SLAs, availability to meet premium requirements

3. **Industry/market expertise:** deep knowledge of specific needs; able to customize applications

4. **No lock-in:** Commitment to open standard use of open technology, no obligation to source other products from Canopy or its parents
Atos to become a “Zero email company”™ within 3 years

► 3.7 million Google hits on Atos “Zero email”™!
► Running pilot on “Zero email”™ technologies

Data pollution reduction
  - Emails etiquette
  - Automatic emails

Collaboration set of Technologies
  - ESN Integration layer
  - Process tooling
  - Partnership Technology
  - Collaboration tools

New individual & managerial behaviors
  - Communication
  - Social communities
  - Management practices
  - Training & cultural change

Zero email™ Company
  - Zero internal Email
  - Smart organization
  - Well Being @ Work
  - Digital Company

Bringing together technology and people (social organization)
London 2012 provides the perfect showcase for us as the leading European IT services company to show our clients how the scale of what we do for the Games relates to the solutions:

- Over 200,000 hours of software testing.
- Complete IT security for the Games.
- Delivery of the results in real time for over 300 events.
- Management of the complete accreditation process.
- Solutions such as Atos High Performance Security that integrate our Olympic experience for all our customers.
- 800 companies will visit the Technical Operations Centre.
Conclusion and perspectives: our strategy: be “best in class”

1. Operational performance
   - 2012: 6.5% profitability
   - 2013: 7 to 8% profitability

2. People performance
   - Awarded as a “Best place to work”

3. Commercial performance
   - Organic growth / innovative offerings / partnerships
   - 2012: Slight organic growth
   - 2013: 9-10 B€
Full Year 2011 results
23 February 2012

From Questions to Answers