Roadshow Milan with Exane

Monday June 24th, 2013

- Milan
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.
Agenda

1. Atos key figures

2. A bigger size generating large signatures

3. Q1 2013 tradings

4. Atos payment activities carve-out

5. Atos in the Cloud: Canopy implementation

6. Key takeaways

7. Q&A session
Atos key figures
Atos: Grown through acquisitions to become a Tier One global player and European IT Leader

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

- 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

Revenue 2012: EUR 8,844 million
No. of Employees: 76,400
Countries: 47

- 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.
A continuous shareholder value creation

**Market cap. (EUR billion)**

- 17 November 2008: 1.3
- 13 December 2010 (pre-SIS): 2.4
- 20 June 2013: 4.7

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

- From net debt to net cash situation:
  - 17 November 2008: -0.4
  - 13 December 2010 (pre-SIS): -0.2
  - 31 March 2013: 0.3
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: 14%
- Energy & Utilities: 7%

Revenue by Service Line
- Managed Services: 47%
- Systems Integration: 22%
  (of which 8% of Application Management)
- HTTS & Specialized Businesses: 24%
- Consulting & Technology Services: 7%

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%
2012 performance by Service Line

- 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

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Revenue FY 2012</th>
<th>Revenue FY 2011*</th>
<th>% growth</th>
<th>Operating Margin FY 2012</th>
<th>Operating Margin FY 2011*</th>
<th>Operating Margin % FY 2012</th>
<th>Operating Margin % FY 2011*</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>233.4</td>
<td>7.9%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>2,136</td>
<td>2,186</td>
<td>-2.3%</td>
<td>104.1</td>
<td>57.8</td>
<td>4.9%</td>
<td>2.6%</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>219.2</td>
<td>11.8%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Consulting &amp; Technology Services</td>
<td>604</td>
<td>635</td>
<td>-5.0%</td>
<td>24.0</td>
<td>35.1</td>
<td>4.0%</td>
<td>5.5%</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>8,844</td>
<td>8,778</td>
<td>+0.8%</td>
<td>580.0</td>
<td>425.0</td>
<td>6.6%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>01/2009</th>
<th>07/2011</th>
<th>01/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 years plan</td>
<td>catch up with competitors: “The right to grow”</td>
<td>turnaround and integrate SIS “The right to become a Tier one company”</td>
<td>to achieve best in class quality, with more advanced technologies and the best talents: “The right to be the Leader”</td>
</tr>
</tbody>
</table>

Your business technologists. Powering progress
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).
A bigger size generating large signatures
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)

**Pipeline evolution (in EUR million)**

**Full qualified pipeline stable above EUR 5 billion**

**High share of large deals (29% > EUR 50 million)**

**Pipeline evolution (in EUR million)**

**Full qualified pipeline stable above EUR 5 billion**

**High share of large deals (29% > EUR 50 million)**
Q1 2013 tradings
Q1 2013 Bookings

- Total order entry in Q1 2013 at EUR 1,987 million

- Book to bill ratio by activity:

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q1 2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyclical activities</td>
<td>114%</td>
<td>102%</td>
</tr>
<tr>
<td>Recurring businesses</td>
<td>85%</td>
<td>109%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td>94%</td>
<td>107%</td>
</tr>
</tbody>
</table>

- Book to bill ratio by market:

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q1 2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing, Retail &amp; Services</td>
<td>89%</td>
<td>99%</td>
</tr>
<tr>
<td>Public sector, Healthcare &amp; Transport</td>
<td>81%</td>
<td>89%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>79%</td>
<td>116%</td>
</tr>
<tr>
<td>Telecoms, Media &amp; Technology</td>
<td>142%</td>
<td>86%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>96%</td>
<td>227%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td>94%</td>
<td>107%</td>
</tr>
</tbody>
</table>

*Statutory figures*
Q1 2013 revenue performance by Service Line

- 77 percent of Atos revenue based on multi-year contracts
- Growth in the 2 recurring Service Lines
- Cyclical activities declined in the first quarter

<table>
<thead>
<tr>
<th></th>
<th>Q1 2013</th>
<th>Q1 2012*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Services</td>
<td>990</td>
<td>983</td>
<td>+0.7%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>485</td>
<td>517</td>
<td>-6.1%</td>
</tr>
<tr>
<td>HTTS &amp; Specialized Businesses</td>
<td>481</td>
<td>467</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Consulting &amp; Technology Services</td>
<td>161</td>
<td>177</td>
<td>-9.3%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td>2,117</td>
<td>2,144</td>
<td>-1.2%</td>
</tr>
</tbody>
</table>

*Constant scope and exchange rates*
### Q1 2013 revenue performance by Business Units

- Growth driven by North America, UK, and Atos Worldline
- Ramp-up of some large contracts won in 2012

<table>
<thead>
<tr>
<th>In EUR million</th>
<th>Q1 2013</th>
<th>Q1 2012*</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>United-Kingdom &amp; Ireland</td>
<td>411</td>
<td>383</td>
<td>+7.3%</td>
</tr>
<tr>
<td>Germany</td>
<td>396</td>
<td>418</td>
<td>-5.3%</td>
</tr>
<tr>
<td>Benelux</td>
<td>240</td>
<td>248</td>
<td>-3.1%</td>
</tr>
<tr>
<td>France</td>
<td>228</td>
<td>255</td>
<td>-10.6%</td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>228</td>
<td>223</td>
<td>+2.3%</td>
</tr>
<tr>
<td>North America</td>
<td>153</td>
<td>133</td>
<td>+15.0%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>127</td>
<td>130</td>
<td>-2.3%</td>
</tr>
<tr>
<td>North &amp; South West Europe</td>
<td>94</td>
<td>97</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Iberia</td>
<td>76</td>
<td>85</td>
<td>-10.3%</td>
</tr>
<tr>
<td>Other BUs</td>
<td>166</td>
<td>174</td>
<td>-4.4%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>2,117</strong></td>
<td><strong>2,144</strong></td>
<td><strong>-1.2%</strong></td>
</tr>
</tbody>
</table>

*Constant scope and exchange rates*
Subcontractors evolution by quarter

- Number of subcontractors continuously decreasing

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2011</th>
<th>2012</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>2,813</td>
<td>7,170</td>
<td>6,866</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td>2,819</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td>8,092</td>
<td>8,077</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>8,484</td>
<td>7,641</td>
<td>7,628</td>
<td></td>
</tr>
</tbody>
</table>

Q1 to Q4 of each year.
A continuous reduction of indirect staff
(in absolute value and in % of total staff)
Q1 2013 cash flow and net cash position (in EUR million)

<table>
<thead>
<tr>
<th>Net cash 31/12/12</th>
<th>Q1 2013 free cash flow</th>
<th>Translation differences effect</th>
<th>Net cash 31/03/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>232</td>
<td>30</td>
<td>-4</td>
<td>258</td>
</tr>
</tbody>
</table>
Atos payment activities carve-out
Two main strategic business developments supported by a continuous operational improvement program

**Foundation IT**

IT services for support systems delivering:
- Lower TCO’s
- Standardization
- Industrialization
- Agility & Reliability

**Payment services and transactional IT**

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

**Technological acceleration**

- Shift to Cloud

**Atos strategic directions**

- Carve-out of 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**

Your business technologists. Powering progress
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>2012 revenue</th>
<th>2012 revenue organic growth</th>
<th>2012 operating margin rate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>c. €1.1b</td>
<td>+5%</td>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2012 free cash flow</th>
<th>Total headcounts</th>
<th>Geographical footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td>c. €90m</td>
<td>c. 7,000</td>
<td>18 countries</td>
</tr>
</tbody>
</table>

* Stand alone after EUR 20 million Central costs allocation
Focus on the scoping of Atos payment and merchant transactional activities

**HTTS**
- **Atos Worldline**
  - Germany, Benelux, France, India and Asia
- **UK**
- **Latin America**
- **Iberia**
- **Austria**

**AND**

**Specialized Businesses**
- Atos Worldgrid
- CNS
- BPO

**Key:**
- Atos payment and merchant transactional activities
- Atos FIT & SB
Atos payment and merchant transactional activities geographical footprint

Europe: 6,000
- Benelux: 1,100
- Germany: 850
- UK & Ireland: 600
- Austria: 50
- France*: 2,900
- Iberia: 500

Asia: 700
- Pacific Asia: 400
- India: 300

Latin America: 300
- Argentina: 150

Number of Headcounts (Direct + Indirect)

Notes: * France including Global Structure

Total Headcounts: c. 7,000
# Program Roadmap: Implementation milestones

## Roadshow Exane
**Milan**
**June 24th 2013**

<table>
<thead>
<tr>
<th>Mar - 2013</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>July</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> New Atos Group</td>
<td></td>
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<tr>
<td></td>
<td><strong>Organization &amp; Governance principles</strong></td>
<td></td>
<td><strong>New organization</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Staff to be transferred</strong></td>
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<td></td>
<td><strong>Staff transfer</strong></td>
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<td></td>
<td><strong>Customer contracts to be transferred</strong></td>
<td></td>
<td><strong>Customer contracts transfer</strong></td>
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<tr>
<td></td>
<td><strong>Naming study</strong></td>
<td></td>
<td></td>
<td><strong>Internal Communication &amp; Change management</strong></td>
</tr>
<tr>
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<tr>
<td><strong>B</strong> Business Operations</td>
<td></td>
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<tr>
<td></td>
<td><strong>Legal &amp; Tax framework</strong></td>
<td><strong>Preparation</strong></td>
<td><strong>Legal / Tax / Cash execution</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Financial reporting segment</strong></td>
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<td><strong>IT System alignment</strong></td>
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<tr>
<td><strong>C</strong> Structure set-up</td>
<td></td>
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</tbody>
</table>

*Your business technologists. Powering progress*
Implementation of the new structure and alignment of the Group Atos organization

1. **Social process reached a major step**
   - “Avis favorable” expressed mid-May by the EWC regarding the Atos payment activities operation
   - Good progress of the local social consultation processes
     - French Work Council already expressed his view: Done
     - Process on-going in: Iberia, Germany, Austria, UK, Latin America, Pacific Asia

2. **All legal entities have been defined and are in creation**
   - 2 entities already created in UK & Hong Kong,
   - 2 entities remaining to be created in June: Malaysia, Singapore
   - 2 entities will be constituted after July 1\textsuperscript{st}: Austria (July), Taiwan (August), Spain (September), China (October)
   - 2 intermediate holdings are in legal scheme: Luxembourg & Hong Kong

3. **Financial model close to be completed**
   - Valuation of all Atos payment activities in geographies defined
   - Tax model and Pensions scheme defined and roll-out in progress
   - Shares and asset transfers defined, roll-out in progress

4. **Global tax impact reduced vs. the Due Diligence phase**
   - Corporate tax P&L
   - Corporate tax Cash
   - Indirect tax
A end-to-end positioning in the payment value chain

<table>
<thead>
<tr>
<th>Offline payment cards, checks, direct debit, SEPA mandates...</th>
<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>Online payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
<td>Atos payment</td>
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<tr>
<td>m-payment</td>
<td>Atos 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>
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<td>Atos payment</td>
<td>Atos payment</td>
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</table>

Your business technologists. Powering progress.
Atos payment and merchant transactional activities: revenue vs. peers

Estimated revenue in Europe (in EUR billion)

<table>
<thead>
<tr>
<th>Company</th>
<th>Revenue (EUR billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gemalto</td>
<td>1.1</td>
</tr>
<tr>
<td>Atos payment &amp; merchant</td>
<td>1.0</td>
</tr>
<tr>
<td>First Data</td>
<td>0.7</td>
</tr>
<tr>
<td>NETS</td>
<td>0.7</td>
</tr>
<tr>
<td>Worldpay</td>
<td>0.7</td>
</tr>
<tr>
<td>Ingenico</td>
<td>0.6</td>
</tr>
<tr>
<td>Edenred</td>
<td>0.5</td>
</tr>
<tr>
<td>FNI</td>
<td>0.4</td>
</tr>
<tr>
<td>Wirecard</td>
<td>0.4</td>
</tr>
<tr>
<td>Global Payments</td>
<td>0.4</td>
</tr>
<tr>
<td>Equens</td>
<td>0.4</td>
</tr>
<tr>
<td>SIA</td>
<td>0.3</td>
</tr>
<tr>
<td>Fiserv</td>
<td>0.2</td>
</tr>
<tr>
<td>TSS</td>
<td>0.2</td>
</tr>
<tr>
<td>SIX Payment Services</td>
<td>0.2</td>
</tr>
</tbody>
</table>

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 levers

**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 technology
- Reinforce strong relations with international retailers
- Mobile technologies: become the enabler of Machine-to-Machine solutions for payment or non-payment transactions (e.g., Connected vehicles, Automated fines processing, Tolling systems,...)

## External growth levers

**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).

March 2013
Atos Worldline, was finalist for the "Data Intelligence Awards 2013" in the "Open Data" category at the Documation tradeshow for its innovative solution Smart Data / IO.

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

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

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

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.

Your business technologists. Powering progress
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

PAYMENT
470 million Remote Payments 2.2b acquiring transactions managed

MOBILITY
Unique European leader according to the Gartner and the Forrester

CRM & LOYALTY & KIOSKS
45 million loyalty cards managed

2 million online orders/month €1b of online retail transactions/year
...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

Convergence online / in-store and Multichannel

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

Added-value offerings for merchants

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

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Atos in the Cloud: Canopy implementation
What cloud brings to customers?

- A way to cut costs (double digits)
- A way to variabilize IT costs: « Liquid IT »
- A way to avoid capex
- Scalability
- Concentration

Delivering IT capabilities, hardware, software or services, over the network to consumers or enterprises in a scalable way, with pay per use models

Financial 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

Business benefits
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

- **Joint-Venture structure**
  - Launch of a Cloud data-center in Asia (Singapore)
  - Verticalization of Cloud offerings
  - Big data

- **Future developments**
  - 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

Roadshow Exane
Milan
June 24th 2013
European customers’ data stay under European sovereignty

VMware platforms
Microsoft platform
Canopy platforms (vBlocks)
Key takeaways
Key takeaways

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>We delivered all our objectives</td>
<td>The Group is fully geared towards reaching its new objectives</td>
</tr>
</tbody>
</table>

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