Société Générale Premium Review 2013

Paris

December 5th, 2013
Disclaimer

- 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 2012 Reference Document filed with the Autorité des Marchés Financiers (AMF) on April 3rd, 2013 under the registration number: D13-0271 and its update filed with the Autorité des Marchés Financiers (AMF) on July 31st, 2013 under the registration number: D13-0271-A01.

- The ambition to complete the IPO of Worldline in 2014 corresponds to specific hypotheses subject to changes. At this stage, this ambition is under consideration by the Group but other options remain open. It depends on a combination of internal and external factors and no decision is made. The Group reserves its right to pursue, change, suspend or abandon this ambition at any moment depending on the circumstances. Should this ambition give rise at a later stage to a project, such a project would be then prepared, detailed, planned and finally put in place in compliance with all applicable laws and regulations. In particular, the Group would proceed in due time and in an appropriate manner with all the applicable processes with the employee representatives bodies, the processes with the relevant authorities and any other applicable process and the project could be amended or terminated in consequence.
A Group deeply transformed

2009
- Globalization of Atos business
- Transformation: TOP program
- Integrated organization

2011
- Catch-up with competitors
- Reach critical size
- Turnaround and integration of SIS
- Carve-out of Worldline

2013
- Leading European player

2016
- Ambition 2016
- Become a Tier 1 and THE preferred European brand in:
  - Global IT solutions
  - Payment solutions

- Revenue: +55% at 8.7 billion(e)
- Operating margin: from 4.7% to 7.5%(e)
- Free cash flow: from negative €52 million to €350 million(e)
- Net cash: from € -304 net debt to +353 net cash(e)
- Staff: from 51,000 to 77,000(e)
### 2016 Ambition

**Atos**
- Organic revenue growth: 2% to 3% CAGR over the 2014-2016 period
- Operating margin improvement between 100bps and 200bps compared to 2013
- Free cash flow of €450 million to €500 million in 2016

**Atos IT Services**
- c. 5% revenue CAGR over the 2014-2016 period of which more than half stemming from external growth
- 100bps to 200bps operating margin improvement compared to 2013

**Worldline**
- Organic revenue growth: 5% to 7% CAGR over the 2014-2016 period
- Above 200bps increase in OMDA compared to 2013
- Strategic acquisitions
- Ambition to complete the IPO* in 2014

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* After consultation of European Works Council
## Become a Tier 1 and THE preferred European global IT brand

### Key levers to support Ambition 2016

1. Anchor Atos global **leadership in Managed Services**

2. Reinforce **growth and profitability in Systems Integration**

3. Bring to market **disruptive and innovative offerings** and pursue **strategic partnerships** with technology leaders

4. Enhance **#1 position in Cloud** services in Europe

5. Further **expand our foothold in the US** and accelerate growth in **emerging markets**

6. Provide **strategic flexibility** to **Worldline** to anchor its **leadership in Payments**
Become a Tier 1 and THE preferred European global IT brand
Anchor Atos global leadership in Managed Services

The largest non-US platform to manage, process and store data

- **Scale** and global footprint
- **Consulted** for all large deals
- **Leader in Data Center Outsourcing** and Infrastructure Utility Services
- High industry recognition

Atos journey towards 2016 in MS

- Focus on customer satisfaction
- **Higher value services** in the revenue mix
- Reinforcing **end-to-end, Lean and Automation**
- Enhance **sustainable financial performance**
Become a Tier 1 and THE preferred European global IT brand
Reinforce growth and profitability in Systems Integration

Increased sales and efficiencies

- **Integration** of SIS
- **Verticalization** of portfolio

- Creation of **3 global practices** in all geographies:
  - Solutions 55%
  - Application Management 27%
  - SAP 18%

- €2.5 billion annual revenue in 2013e
- 23,000 direct FTEs worldwide in 52 countries of which 7,500 in 7 offshore locations

Atos journey towards 2016 in SI

- More **global**
- **Vertical market dimension**
- Increase **offshore**
- Increase **profitability**
- **Differentiated offerings**
- **Optimization** of end-to-end processes
Become a Tier 1 and THE preferred European global IT brand
Growth through new offerings

already c. 40% of Atos revenue realized in disruptive and innovative solutions

- Application Management €41bn
- Merchant Services €30bn
- Cloud Services €50bn
- Workplace / BYOD €25bn
- IT Consolidation €47bn
- Big Data / Advanced Analytics €36bn
- MES/PLM €3bn
- Smart Utilities €3bn
- Digital Security €21bn
- Mobility Services €7bn
- MES/PLM €15bn
- Smart Utilities €3bn
- Mobility Services €7bn
- Digital Security €21bn
- IT Consolidation €47bn
- Merchant Services €30bn
- Application Management €41bn

5% 7.5% 10% 25% 50%

2013 market size*

Market CAGR over the 2014-2016 period*

* Source: Gartner, PAC, Forrester, CIMdata, IDC, OVUM,...
Become a Tier 1 and THE preferred European global IT brand
Pursue global strategic partnerships with technology leaders

Enhanced Alliance

Global Strategic Alliances

Innovative and long-term committed Alliance

Global Strategic Cooperation with Siemens

Bring innovative IT solutions to BtoB markets through global strategic cooperation
Become a Tier 1 and THE preferred European global IT brand
Cloud as a large growth contributor

Canopy differentiators vs. competitors

**Vs. outsourcers**
- Access to our $3.5bn R&D p.a.
- Privileged access to customers and sales channels of parents

**Vs. cloud players**
- Focus on Enterprise and Government
- Capability to provide hybrid cloud, using cloud pure players as suppliers

**Ambition 2016**
- At least €700 million revenue
- c.10% of Atos IT revenues
Become a Tier 1 and THE preferred European global IT brand

United States: a priority in IT Services while maintaining strict financial discipline on acquisitions

Atos current positioning in the US

(Revenue, € million)

- 2008: 194
- 2012: 588
- 2013e (estimated): > 600
- Ambition 2016: c. €1.2bn

C. 7% of Atos global revenue

2016 Ambition in the US in IT Services

- C. €1.2bn revenue in 2016

Levers for revenue expansion:

- Commercial efforts to develop current base
- Leverage on existing contracts with US corporates (McGraw-Hill, Morgan Stanley...)
- Reinforce partnerships and accelerate external growth
Become a Tier 1 and THE preferred European global IT brand  
Emerging countries supporting organic top-line growth

<table>
<thead>
<tr>
<th>Asia Pacific</th>
<th>India/Middle East/Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Leverage on existing <strong>global</strong> clients</td>
<td>▶ <strong>Middle East</strong>: leverage on existing partnerships</td>
</tr>
<tr>
<td>▶ Growth on specific <strong>countries</strong> including new markets</td>
<td>▶ <strong>Grow in India</strong> in selected markets</td>
</tr>
<tr>
<td>▶ Push on <strong>disruptive offerings</strong></td>
<td>▶ Strong <strong>build up on new customer</strong> references</td>
</tr>
<tr>
<td>▶ Leverage on <strong>partnership with Yonyou</strong></td>
<td>▶ Capitalize on <strong>industry expertise</strong> to address strong demand</td>
</tr>
</tbody>
</table>

**Ambition to grow**
- at c. **10%**+ CAGR  
- at **15 to 20%** CAGR
Worldline: a leading player on the full payment value chain

**Banks**
- Payment Systems Processor
  - Issuing
  - Acquiring
  - e/m Payment
  - Online Banking

**Merchants**
- End-to-end commerce services
  - Omni-Commerce
  - e/m Payment
  - Commercial acquiring
  - Terminals

**New Digital Businesses**
- Engagement & transactions systems around Mobility for:
  - Government
  - Transport
  - Industries
  - Telecom
  - Media
  - …

**Integrated Customer Journey**

SPECIFIC RELATIONSHIP SITUATIONS
- Origination
- Acceptance
- Core Payment
- Value Added Services

BUSINESS IMPACT
A successful track record based on a mix of organic growth and successful integrations

2013

Enlarge scope thanks to the Atos acquisition of SIS

Acquisition of the Indian Payment player Venture Infotek

Launch of transactional services development strategy with an extension to new geographies

Integration of Banksys & Bank Card Companies in Belgium becoming in European lead in payment services

Creation of Atos Worldline: merger of the Atos activities in payment services and e-services with a major footprint in Germany & France

1st historical contract for the processing of card based banking solutions

2011 2012

Internet Payment Gateway in Continental Europe

Commercial Acquirer in Belgium

Issuing Processor in Germany

DCC Acquiring provider in India & Issuing solution provider in Asia
Three growth trends of the payment markets

1. Payment Market Volume Growth
   Continuous increase of the number of electronic payment transactions
   Growing 3x faster than total consumer spending

2. Payment Market Digital Transformation
   New digital innovations
   - New payment methods
   - New digital businesses

3. Payment Market Structural Transformation
   Regulations & New Economics
   - Outsourcing opportunities
   - Strategic partnerships

Sources: 1 Moody’s Analytics, Euromonitor International Merchant Segment Study 2012
Worldline has all the capabilities to capture the full growth of the payment market

Non cash transactions in Europe
Billions

- Debit and credit cards
- Credit transfers and direct debits
- Alternative payment methods

Sources: A.T. Kearney European payment market model – June 2013
The acceleration of new technology adoption enables brand new digital businesses.
The strategic restructuring of the traditional payment market generates opportunities.

Card transaction fees to be capped under EU proposal.

“Europe’s banking industry will see significant consolidation, with the second tier likely to shrink in both breadth and number,” said Jeremy Anderson, global chairman of KPMG FS practices in London.

Feb 2013

Outsourcing Opp. New pricing models
Local to European
Consolidation acceleration
Strategic alliances on innovations

More volume through outsourcing & consolidation
Investments in innovations to find new Pricing Models
A unique comprehensive positioning for the extended payment value chain

Source: 1: Barclays - The changing payment landscape - Sept 2013
### Key financial figures proforma Worldline

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>estimate 2013</th>
<th>Ambition 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>€1,066m (+5% growth)</td>
<td>c.5% GROWTH</td>
<td>5 to 7% CAGR 2014-2016</td>
</tr>
<tr>
<td><strong>OMDA</strong></td>
<td>17.2%</td>
<td>c.18%</td>
<td>ABOVE +200BP vs 2013</td>
</tr>
</tbody>
</table>
While still focusing on inorganical growth opportunities...

**Transformational M&A**
Providing Worldline with critical size, encompassing payment processing players or merchant payment services players. Focus here is primarily Europe.

**Focused-led M&A**
Expanding into new geographies or acquiring players with specific positioning or offerings and technological know-how as well as seizing opportunities in the on-line payment.
...our ambition leverages a leadership position in Payment Services.

### Payment Service Provider Positioning in Europe
*(turnover in €m)*

<table>
<thead>
<tr>
<th>Company</th>
<th>Turnover (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worldline</td>
<td>1019</td>
</tr>
<tr>
<td>NETS</td>
<td>800</td>
</tr>
<tr>
<td>WordPay</td>
<td>700</td>
</tr>
<tr>
<td>First Data</td>
<td>700</td>
</tr>
<tr>
<td>Concordis</td>
<td>415</td>
</tr>
<tr>
<td>Ingenico</td>
<td>412</td>
</tr>
<tr>
<td>Global Payments</td>
<td>404</td>
</tr>
<tr>
<td>FIS</td>
<td>400</td>
</tr>
<tr>
<td>Wirecard</td>
<td>395</td>
</tr>
<tr>
<td>B+S</td>
<td>364</td>
</tr>
<tr>
<td>Equens</td>
<td>357</td>
</tr>
<tr>
<td>SIA</td>
<td>295</td>
</tr>
<tr>
<td>Total Systems</td>
<td>229</td>
</tr>
<tr>
<td>Fiserv</td>
<td>200</td>
</tr>
<tr>
<td>SIX Payment Services</td>
<td>200</td>
</tr>
</tbody>
</table>

Source: Companies (Natixissurvey - Oct 2013)
The Atos DNA

• **Commitment, progress, accountability, entrepreneurship, customer focus, innovation, and people development**

• **A company deeply involved in corporate and social responsibility**

• **A tier one company with sustainable benefits for its stakeholders and value creation for its shareholders**
Thank you