Atos Investor Day

Thursday 6 October, 2011

-

Afternoon

06 October 2011

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.

Afternoon agenda
01:50pm to 4:30pm

01:50	**Eric Grall**	Managed Services
02:15	**Marc-Henri Desportes**	HTTS & SB
02:40	**Robert Goegele**	Manufacturing, Retail & Services
03:00	Break	
03:20	**Francis Meston**	Global Delivery in SI
03:40	**Swen Rehders**	Large Deal Team
04:00	Q&A session and wrap-up	

Eric Grall

STRENGTH AND COMPETITIVENESS OF ATOS IN MANAGED SERVICES

Atos Managed Services : the European Outsourcing Powerhouse

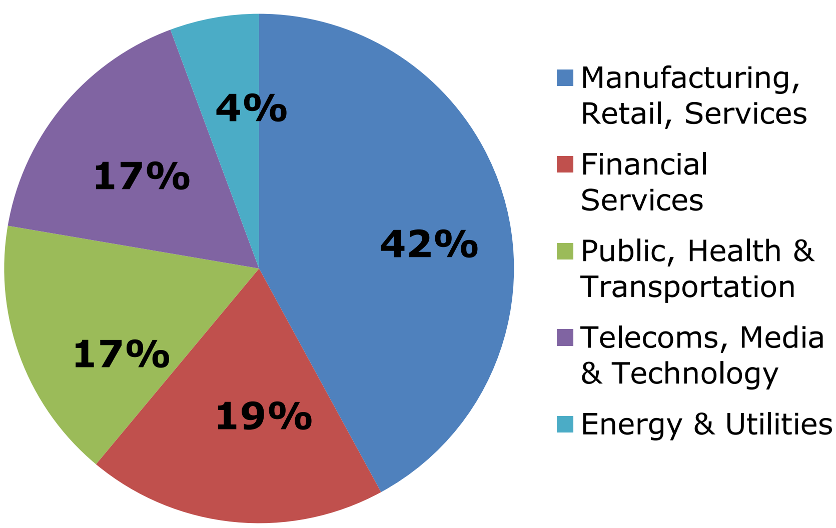
Managed Services Service Line

About EUR 4 B revenues – Largest European Outsourcer

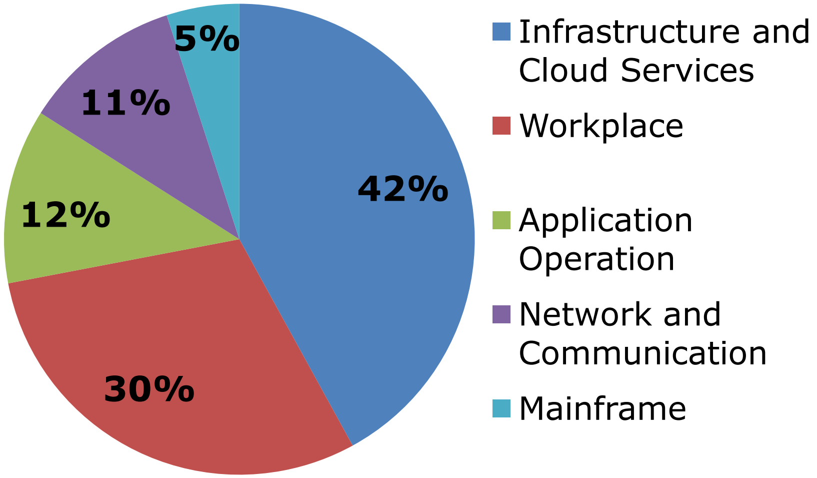
Key facts and figures

- ~EUR 4 billion revenues annualized
- 26.000 staff worldwide in 49 countries
- 24% in near/off shore locations

MS revenue by vertical market



MS revenue mix by portfolio



MS Revenue – Top 5 geographies

1. **Germany**
2. **UK/Ireland**
3. **Benelux**
4. **France**
5. **North America**

New Managed Services

Benefits of Siemens acquisition for MS

Scale in business mix & coverage

- European Outsourcing Leadership
=> invited to more bids & mega deals
- Higher geographical coverage
- Large account credibility in the market for mega deals (Top 10 MS customers now 39% of total revenue)
- 20% more portfolio offerings
- Double R&D capabilities

Revenue resilience for next 3 years

- Top 3 SIS contracts (24% total MS Revenue) going till 2015 minimum (1 already extended in H2 2011)
- 1 deal above EUR 10 million Annual Contract Value to renew end 2012
- 3 deals above EUR 10 million Annual Contract Value to renew in 2013

Large deal capabilities

- Established & mature large deal teams
- Dedicated teams at global level for mega deals and cross region deals
- Staffed with right mix of Tier-1 expertise
- Pro-active , deal shaping approach

Scale in Global Delivery

- Double offshore locations
- Supplier leverage via buying power (x 2)
- Geographical distribution
- Depth in skills and higher leverage

New Managed Services

Benefit of SIS acquisition : a flagship customer

7 years and EUR 3+ billion deal for MS

- **ITO services for Siemens Group**
- **High compliance & security requirements**
- **Industry flagship**

Mega deal capability

- **300,000 users, 9,000 servers**
- **Consolidated in 6 DCs across the globe**
- **Full ITO portfolio of services for more than 140 countries**

SIEMENS

Joint R&D and Go to Market

- **MS developments (cloud, DC, ...) part of joint R&D**
- **Leveraging capabilities in vertical markets**

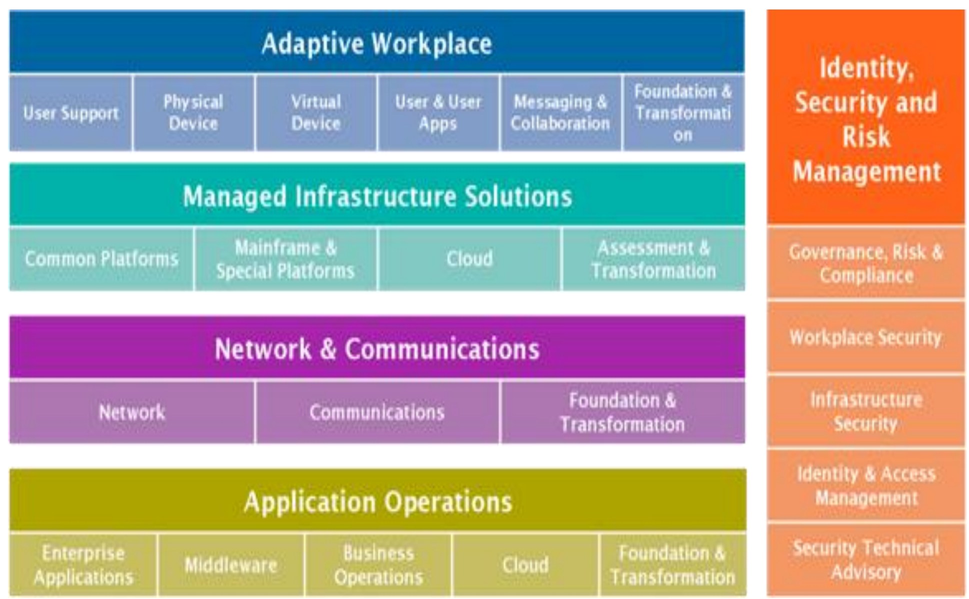
Joint innovation

- **Working environment of the future**
- **Test & Development Cloud**
- **Smart mobile**
- **Storage for Health on Cloud**

Managed Services
major customers and a complete portfolio

▶ Major customers

▶ New MS portfolio

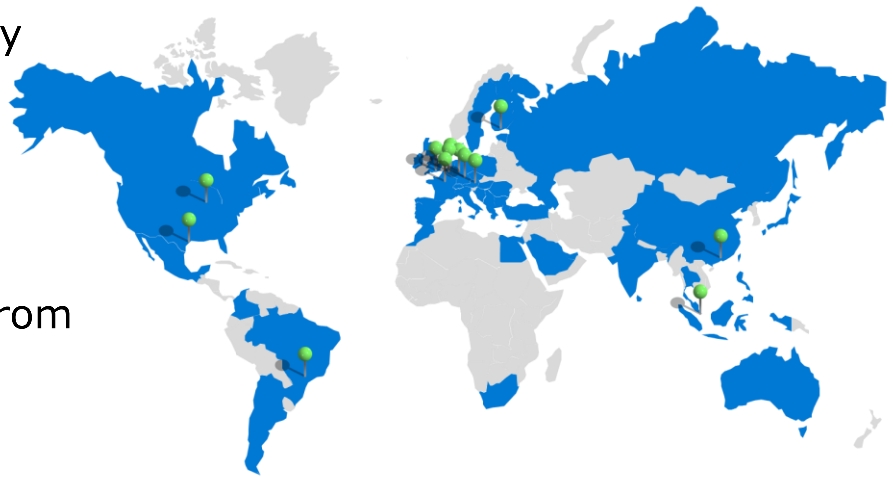


The new MS portfolio integrates the "best of both worlds" (SIS and AO), creating a powerful base of standard services for Global Customers

Managed Services
Data Centre capabilities

Atos
Investor Day
6 October 2011

- Atos Origin and SIS totaled 80+ data centers and 100+ data rooms of varying size / quality
- 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 :
  +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

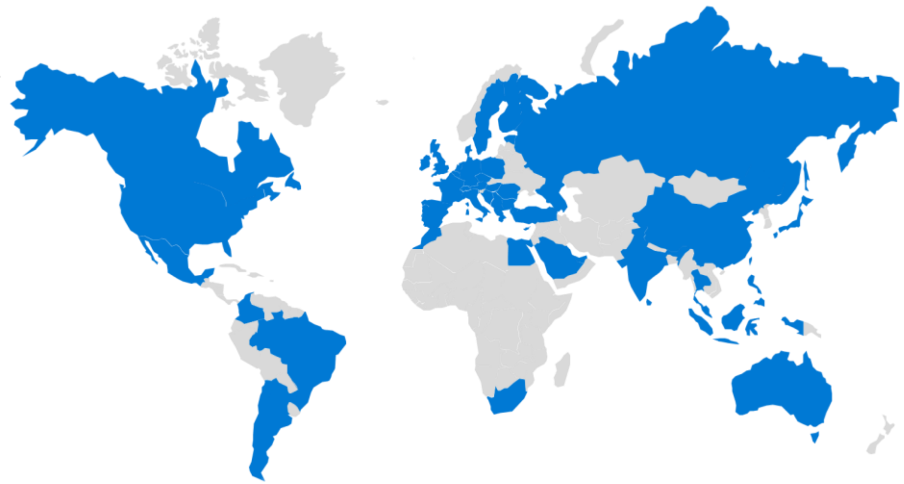


MS Atos strategic data centers

Eindhoven, Dallas, Singapore, Andover, Brussels, Essen, Fürth, Helsinki, Hong Kong, Paris, Nottingham, Vienna, Sao Paulo,

Managed Services
Global delivery capabilities

- **Service Desk and Workplace Services**
  - 10 global and 39 local delivery center
  - 45 million calls per year
  - 2.4 million seats
  - 38 languages with 29 served off/near-shore
  - ISO 9001 and ISO 27001 certified



- **Enterprise Management / Network operation and Security Operation center**
  - 20 global center
  - > 105,000 Server
  - > 40,000 switches, 6,000 Router
  - ISO 9001 , ISO 27001 and SAS70 certified

- **SAP and Application Hosting**
  - 500,000 SAP Users
  - Global certified SAP cloud service provider

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

Managed Services
Key Priorities Horizon 2013

- Grow at least at market rate from 2013 onwards
- Reach Tier-1 profitability by end 2013
- European Leadership in private Cloud infrastructure
- Quality of Delivery as the foundation for resilience
- Delivery automation & Cloud as R&D priorities for investment

Managed Services

Cloud ambition horizon 2015: EUR 1 billion revenue

- **Strategy & Focus :**
  - Already more than EUR 200 million revenues from Cloud (>5% of ER) in 2011
  - Focus on Private Cloud for large enterprises or communities
  - Partnership development with SaaS and PaaS player
  - Introducing new offerings : "Cloud in a Box", hybrid & multi-cloud orchestration, ….
  - Establishing Start-Up approach in MS organization with dedicated resources (from pre-sales to R&D/delivery)

- **Key differentiators**
  - Legacy investment protection
  - Transition to Cloud and bringing best of the 2 worlds
  - Strong Compliance
  - Data Security
  - Cloud multi-sourcing
  - Contract & governance agility and flexibility

Backed by a strong partner ecosystem

Azure SAP SIEMENS vmware ORACLE Microsoft Office 365 Microsoft

Marc-Henri Desportes

NEW SERVICE LINE HTTS & SB, CONTENT, NEW BUSINESS FROM SIS, HTTS FOLLOW-UP, NEW OBJECTIVES 2013

HTTS : the first step

- Since 2009 : Priority on **Transactional Services** model because of its **superior profitability and higher growth**

AWL 2008	►	HTTS 2010
EUR 814 M – 15% OM		**EUR 1,035 M – 16% OM**

- Achievements, self-financed by HTTS development:
  1. **Boost organic Growth** of Worldline in targeted geographies through a new network of over **500 trained experts**
  2. **Identify, develop and integrate into HTTS** other Transactional Atos businesses while boosting their **profitability to Worldline standard**
  3. Accelerate and fund the development and localization of a **new portfolio of solutions**

- Organization around a **central team in AWL** supporting teams in the GBU's, mainly focused on business development

Reasons for a new set-up

HTTS

Successful Model for developing profitable business with **differentiating assets**

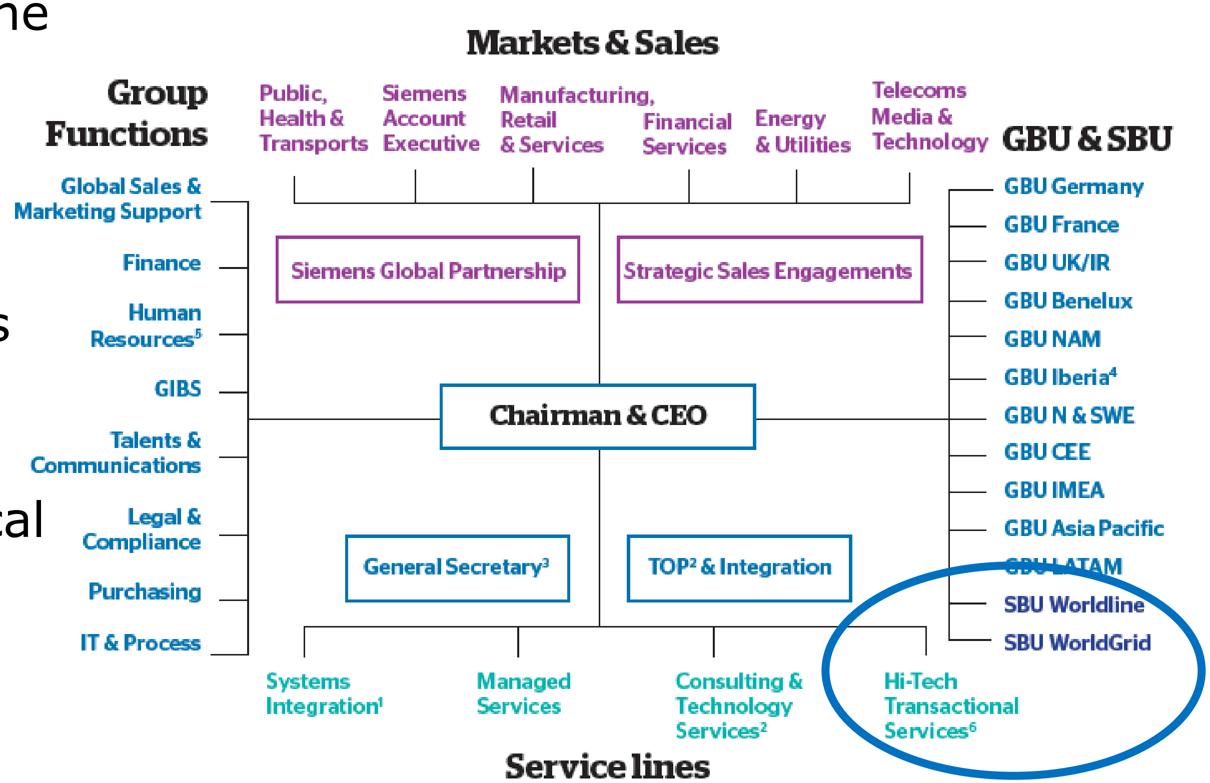
Extension of perimeter including more **Specialized Businesses**
- **WorldGrid**
- **BPO (Medical & Financial)**
- **CNS**

Existence of **synergies** in the portfolio of assets

New organization
HTTS & Specialized Businesses
- **Fully transversal** to existing units**: Service Line model**
- With Local teams in **all Group Geographies**

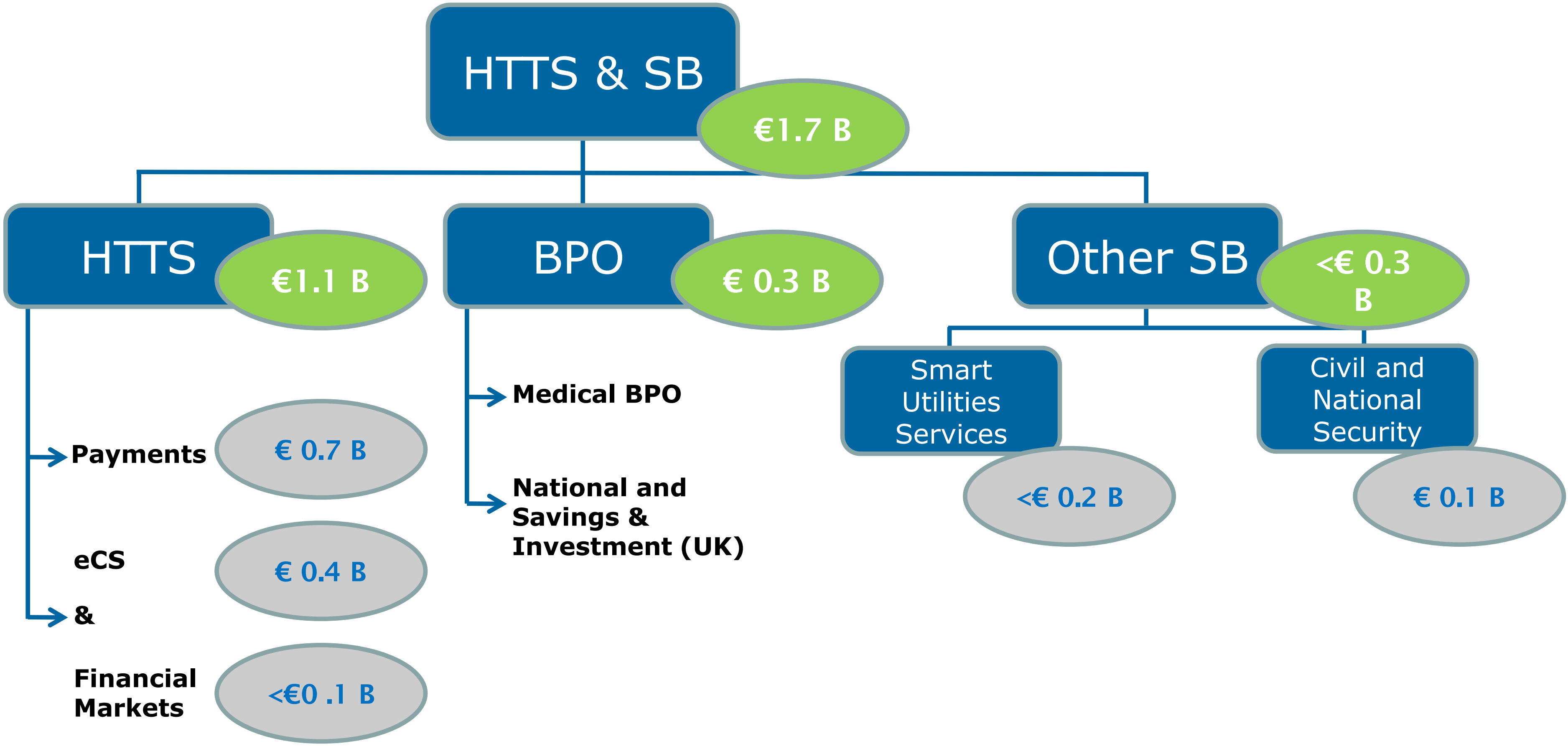
HTTS and Specialized Businesses Service Line

- A new Service Line for the Business Enabling IT, Business Critical and Specialized activities
  - Atos Worldline
  - Transactional Services
  - Atos WorldGrid
  - Core Business BPO, incl. Financial & Medical BPO
  - Civil and National Security



Focus on core business competency, Atos owned IP, globally replicable expertise, end-to-end technology services, and transaction services

HTTS and Specialized Businesses



HTTS – Payments services

Facts & Figures

€ 0.7 B

- **2.2 billion acquiring transactions**
- **28 million credit cards and debit cards**
- 5 million fuel cards
- 153 million withdrawals
- **374 million remote payment**
- 34 million mobile phone prepaid transactions
- **477 000 terminals worldwide**

In Continental Europe

- #1 **Internet Payment** Gateway*
- #2 **largest acquiring processor****

In Benelux

- #1 Commercial acquirer

* : based on ADN Co Study, 2010

** : based on available studies and estimates

HTTS Payment Services

Atos Assets and Expertise	Opportunities and Challenges
Card Payments Processing Services • Strong position in the whole value chain • **New solutions** for industrial scale	• Good **volume growth** (5-10% in western Europe / 25%-40% in emerging markets) • Regulatory and price pressure driving **need for scale and innovation**
Commercial Acquiring • Leadership position in **Benelux market** • Strong relations **with international retailers** in several countries	• Roll-out in **new countries** to capture better margin through an end to end client facing service
Remote payments • ePayments: proven solution, extensive services – **Unrivalled Leadership in France** • mPayments: strong cooperation **with Banks and Mobile Network Operators in several countries.**	• Leverage our **position in Financial and Telcom markets** to catch continuous growth in mobile and e-commerce payments across all geographies.
Scheme Processing • Mutualised Payment Scheme gateway: front-office switching and back-office clearing and settlement.	• Reuse solutions in **new markets** (e.g. utilities)

e-CS Product Line
Connecting our clients to their clients

End users' / Clients' needs

- Phone
- Mobile phone
- Radar
- ATM
- Smart Phone
- Home PC/Tablet
- On-Board Unit

Pay per:

- **Click**
- **Flash**
- **Purchase**
- **Call**
- **SMS…**

Clients

- Retailers
- Telco Operators
- Administrations
- Banks
- Transport
- Utilities
- Manufacturing

Variety of devices and interactions
+
Pay per use
=
Opportunities of **Long Term Growth**

HTTS – eCS & Financial Market Product Line - Facts & Figures

€ 0.4 B

- 59 million e-mail boxes
- 115 billion e-mails
- 640 million SMS
- 45 million loyalty cards
- 1,6 billion calls (IVR & Contact Center)
- 115 billion internet pages viewed
- 1 billion e-documents
- 255 million cleared positions
- 250 million orders
- EUR 400 billion assets managed

HTTS – eCS Product Line

Atos Assets and Expertise	Opportunities and Challenges
E-Commerce, CRM & loyalty • Mix of **voice and internet automation** • Full end to end service	• Continue growth through all geographies • **Convergence with Mobility**
Smart Ticketing and Traffic management • **Fare collection** solutions in UK & LATAM • Speed control, **fine and traffic tax collection**	• Position in **emerging economies** • Rise of **governement attention** to road traffic issues
Mobility • **M2M solutions, contextual mobile** applications and services • M-Commerce & M-payment	• Strong momentum in **connected cars/trucks** • **Mobile devices number driving volumes**
E-Health & e-Administration • **Patient records**, health cards • E-tax, e-local admin…	• Solutions for **smart outsourcing** of budget constrained administrations
Financial Markets • Trading platfom clearing & settlement for stock exchange & central banks • Asset management tool	• Focus on emerging countries

BPO – Revenue Over EUR 0.3 billion
Facts & Figures

Overall:
- > 3500 staff including 1400 medical staff
- 7 Contact Centres
- 12 inbound mail centres

Medical:
- We provide **900,000 face to face medical exams** to UK citizens
- We process over a **1m referrals each year** from the UK government
- Over 800,000 UK employees are recipients of our occupational health services
- We have health centres and treatment rooms in over 150 locations

Finance BPO:
- We reconcile and bank over **GBP 90 billion on a daily basis**
- We manage over **12 m sales transaction** with a value of over 15bn per year
- We are the largest check issuer on Europe

BPO

Atos assets and expertise	Opportunities and Challenges
Medical BPO • **Medical assessments** within UK and Northern Ireland • **Call centre management** and appointment booking • **Document management**, case management and reporting, scanning and printing operations • **Occupational and wellbeing services** incl. employee assistance help lines	• Political environment evolution • **Expand current footprint** in public and private sector
Financial BPO • Delivery of financial services for NS&I covering **account management**, and maintenance, **payment processing** • Front office services such as customer correspondence, **call center operations** • Back Office operations such as **scanning and data processing, print fulfillment, mail handling**	• **Transition** of newly acquired business into Atos country organizations • **Transformation of service provision** to utilise range of Atos infrastructure and capabilities • **Expand & extend current footprint**

CNS - EUR 0.1 billion
Facts & Figures

Biometrics:

- more than **130 enterprises use the Atos ID Center**
- more than 12 million Atos Smart Matchers
- **7 national ID implementations**
- 500 biometric enrolment stations for passports

Border Control:

- satellite and radio communication, automatic identification system (AIS) and radar integration into Control Centers
- covers more than 2’000 km of Spanish coast (blue border)
- 13 mobile surveillance units with satellite link

Defense:

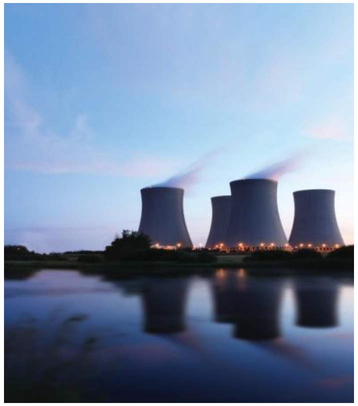
- more than 30’000 air fighter missions per year controlled through Atos command and Control platform
- **40’000 PMR users** on Atos networks
- 41 regional PMR Networks installed and rolled out by Atos

CNS

Atos assets and expertise	Opportunities and Challenges
Defense Comand & Control Systems • **Situational awareness** and Mission planning • Ability to deliver and **end to end testing**	• Overall need for **defense coordination** • Leverage **strong position in Switzerland and Germany** thanks to outstanding assets and expertise
Intelligence services • **Intelligence and assessment systems** for intelligence agencies	• Rise of **cyber-risk** • Challenge of **terrorism** putting new pressure on intelligence agencies
Emergency Management • Command & Control Solutions for **emergency operations** e.g. Police, Firebrigades, ambulance • Secure voice and data exchange (PMR)	• Rise of **risk awareness** (natural and man-made disasters)
E-ID and Border management • **Border surveillance** solutions • Whole range of SW products in **biometric ID**, PKI, etc.	• **Immigration** challenge • Fight against **criminality**

Atos WorldGrid - EUR 0.2B
Smart Energy – Facts & Figures

- Now over 1,500 engineers dedicated to real-time critical and core business systems
- **70 Nuclear power units running on Atos WorldGrid solutions.** Already 300 systems installed:
  - Digital Control System
  - Full scope simulator
  - Condition Based Monitoring/Predictive Maintenance
- Linky Smart Metering system delivered to ERDF
- Fully interoperable (world's first)
- **35 million meters** (world's largest)
- Smart Grid Ready
- Optimized TCO



Smart Energy

Atos assets and expertise	Opportunities and Challenges
Smart Grid • **Atos Smart Grid Suite** (ASGS) for Automated Meter Management and Meter to Grid • Success of the Smart Metering System **Linky** • First **pilot project in China** • Meter to Bill **end to end solution**, leveraging new SAP ISU competence center	• **Positive report of French Energy Regulator** on Linky pilot project • French Energy Minister launched the roll-out of Linky for 35 million smart meters • **Energy management challenge rising in emerging markets**
Nuclear • Advanced Data Processing and Control Systems (**ADACS**) tool for I&C • **Unique position in France, strong momentum in China** • R&D improvements (Data Generation, MMI) going on Atos WorldGrid nuclear power plant operational platform	• New **pressure in nuclear safety** post Fukushima • New industrial landscape offering **new partnership opportunities**

Global Strategy for HTTS & SB Service Line

New levers to support growth

- **HTTS & SB in all 11 clusters**
- **5 Global Markets operational**
- **New assets for our clients**

Strategy for profitability

- **Dynamic portfolio management** to focus investment and sales effort on most promising assets
- Engage strong **cost reduction** actions, with a **focus on ex-SIS** perimeter notably levering TOP² actions
- Proactively seek **strategic partnerships** with business partners to boost go to market of technical assets, **focusing on Siemens**

HTTS and Specialised Business ambitions for 2013

▶ 2011e		▶ 2013e
Revenue EUR 1.7 billion	→	**Revenue** EUR 1.9 billion to EUR 2.1 billion
Operating Margin On H1 2011 pro forma of 11.7%	→	**Operating Margin** of 13% to 14%
with AO HTTS above 15%	→	**with HTTS above 15%**

- **Acquisitions** will be considered to optimise **portfolio** and **footprint** primarily maintaining the focus on payment business

Robert Goegele

STRATEGY IN THE MANUFACTURING, RETAIL & SERVICES MARKET

Manufacturing Retail and Services: Addressing key growth markets

Atos
Investor Day
6 October 2011

Leading Industries around the world

EUR 3 billion Revenues Globally (incl Siemens)

#2 in EMEA and #5 Worldwide

Addressing Customers Key Challenges:

- Global cost effective and Consistent Infrastructure Management
- Harmonizing the ERP Landscape
- Digitizing Product Design and Production Management
- Increasing Customer Loyalty and Brand Equity

MRS has a full global setup with a strong business segment and portfolio focus

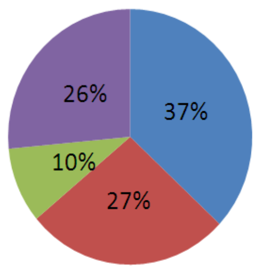
Global MRS Structure

- **MRS** – Robert Goegele
  - **Market & Sales**
    - **Germany** – R. Kehl
    - **France**
    - **UK**
    - **...**
  - **Global account Executives**
    - **...**
  - **Strategy & Sales Support**
    - **Segment business development**
      - Aerospace & Transport
      - Automotive
      - Chemicals, Metal & Mining
      - CPG (Food and Beverage)
      - Retail
      - High-Tech & Engineering
      - Machinery & Plants
      - Pharmaceutical
      - Pulp / Paper / Wood
      - Service
    - **Vertical portfolio management**
      - Product & Service Innovation (PLM)
      - Manufacturing Operational Excellence (MES inc Asset Mgmt)
      - Global Supply Chain (SCM)
      - Customer Loyalty & Smart Mobility
      - Vertical offer development

Atos has a balanced mix in Portfolio and is serving the key players in the vertical industries

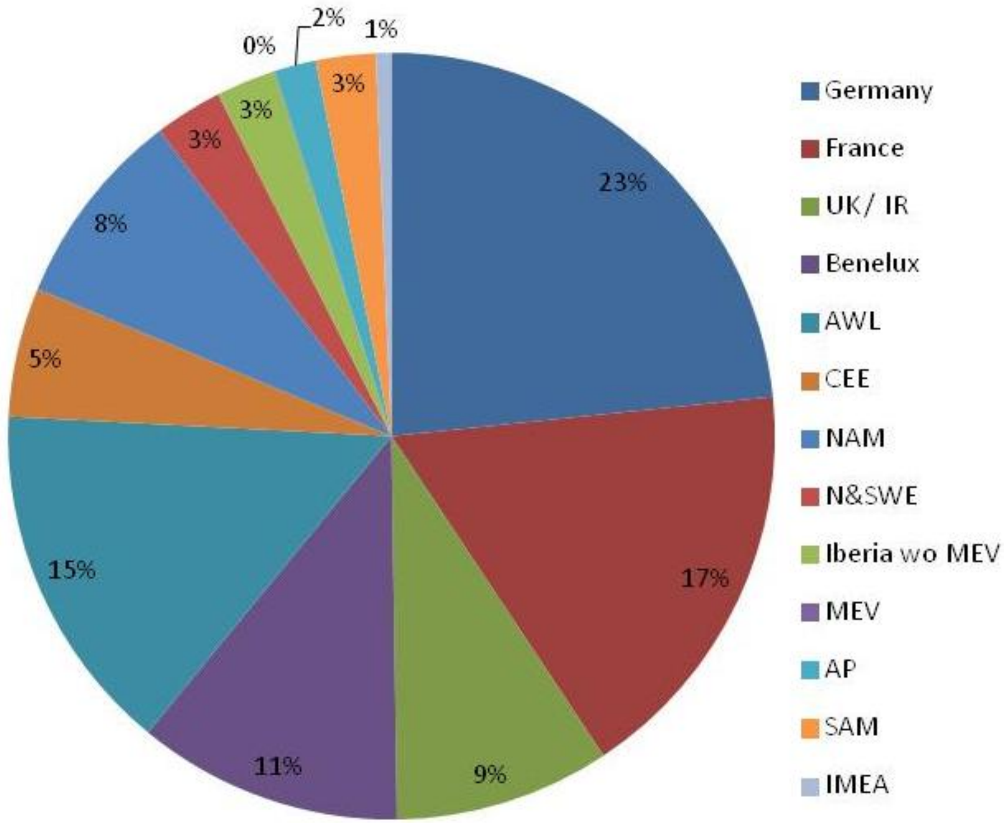
MRS – Market Perspective

Atos b



Manufacturing
Exp revenue 2011 > EUR 1

SIEMENS
EADS
PHILIPS
BAS
DAIMLER
DSM
MICH
RENAULT
Continental
PSA PEUGEOT CITROËN
ALSTOM
AkzoNobel



gy

e-chip customers
overage

in non commodity

s to become a true
t higher margins

key technology
nt, Sales and project
oft, SAP)

ies with European and
ur track record in this

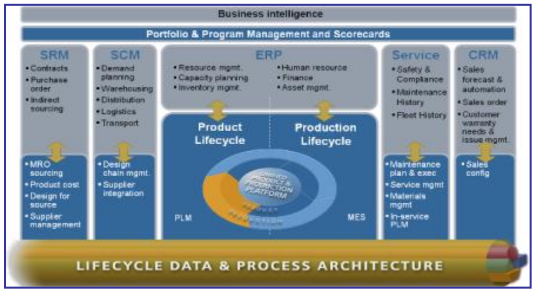
action with customers

- Double revenues in BRIC by 2013

Due to strong customer demand and good margins our vertical offerings are a valuable growth asset

Vertical MRS Growth assets

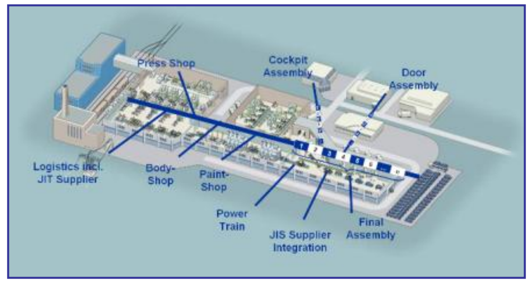
Product Lifecycle Management



➢ **Key facts (Expected CAGR 30%)**

- Number 8 Worldwide and Number 3 in Europe as IT Provider for PLM projects
- Strategic Alliance with Siemens PLM and extensive Teamcenter experience
- PLM Consulting, Design, Build and Services
- PLM Process & Industry Solutions (ERP integrated Industry specific PLM solutions
  PLM@Service Industry; PLM@Process Industry; Automotive enterprise BoM)
- PLM out of the cloud)

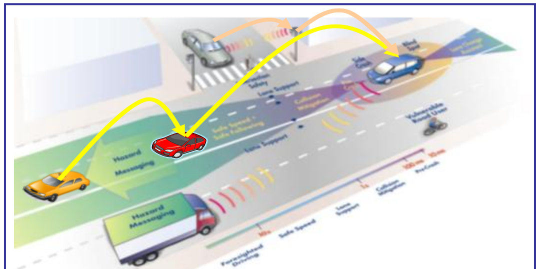
Manufacturing Execution Systems



➢ **Key facts (Expected CAGR 30%)**

- Focus Topics:
  - Execute plant orders planned by ERP or S&OP systems
  - Manage all resources for production (human, materials, equipment)
  - Monitor efficiency of the shop-floor
  - Traceability / Genealogy
  - Provide Electronic Work Instructions (EWI) to plant users
- Process/ IT / Consulting,
- Implementation/harmonization, AMS

Customer Loyalty & Smart Mobility



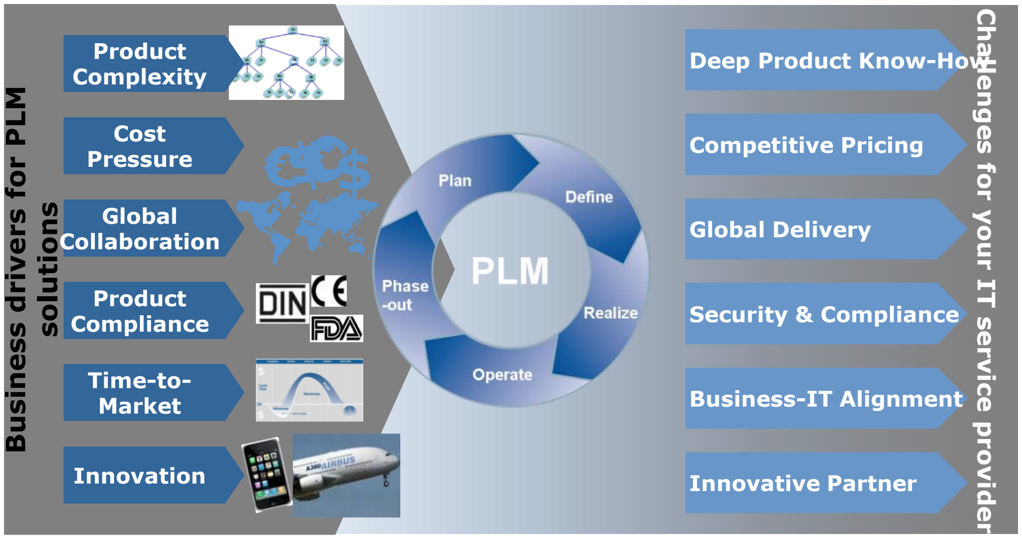
Source: Car2Car Communication Consortium

➢ **Key facts (Expected CAGR 10%)**

- Smart Mobility by Atos delivers Enriched User Experience and B2B Added Value Services as driver for your Innovation and Growth
- Managing the customer experience to improve Loyalty & Brand
- Smart Mobility & Onboard Services for Automotive (e.g. CarIT) (HTTS)
- Mobile Application for consumers and enterprises
- Customer Loyalty Solutions and Payment Services (HTTS)

Business Enabling IT
Product Lifecycle Management – PLM

Vertical MRS Growth assets



- Number 8 Worldwide and Number 3 in Europe as IT Provider for PLM projects
- Strategic Alliance with Siemens PLM and extensive Teamcenter experience
- Atos Enhancements:
  - Atos Sphere™ dynamic product lifecycle management
  - Sustainable product lifecycle management

powering progress Atos

- PLM Consulting to identify and define a highly effective, efficient, tailored PLM Solution
- PLM Core Services & Solutions: management of products and data supported by modular components
- PLM Process & Industry Specific Solutions: fully implemented and integrated solutions
- PLM Outsourcing (Application Mgmt; PLM in the cloud)

Our Focus horizontal offerings lay the foundation for further profitable growth

Horizontal MRS Growth assets

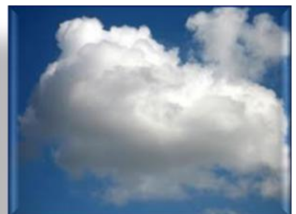
Highlights from Horizontal Portfolio

Consulting

Key Topics

- Business Consulting with strong MRS background
- IT-Strategy, IT Governance and IT Architecture
- Cloud Consulting
- IT Outsourcing Assessment
- Feasibilities Studies and Business Cases, e.g. for ERP C&H Projects, PLM, MES
- Change Management
- Over 1600 Consultants

Outsourcing / Cloud



Key topics

- Customers drive the next level of synergies by consolidating IT Services globally
- Consistent Process, Relability and SOX/sustainability compliance are key
- Track Record with Siemens, Nokia Siemens Networks, Daimler, VW, BASF and a global beverage company
- Global Production Centres in all continents covering > 27 languages

SAP Solutions

Key Topics

- ERP Consolidation and Harmonization to reduce operating costs by > 30% and development costs > 60%
- Carve in Carve out to support customers M&A programs
- Upgrades
- New ERP implementation
- AMS long term contracts

Sustainability

Key Topics

- Zero Carbon Sustainability Solutions
- Green IT Assessment , Roadmap and Strategy
- Building a CO2 Cockpit for Enterprises
- Smart Mobility and Workplace Solutions to reduce travel costs and CO2 emissions

Security

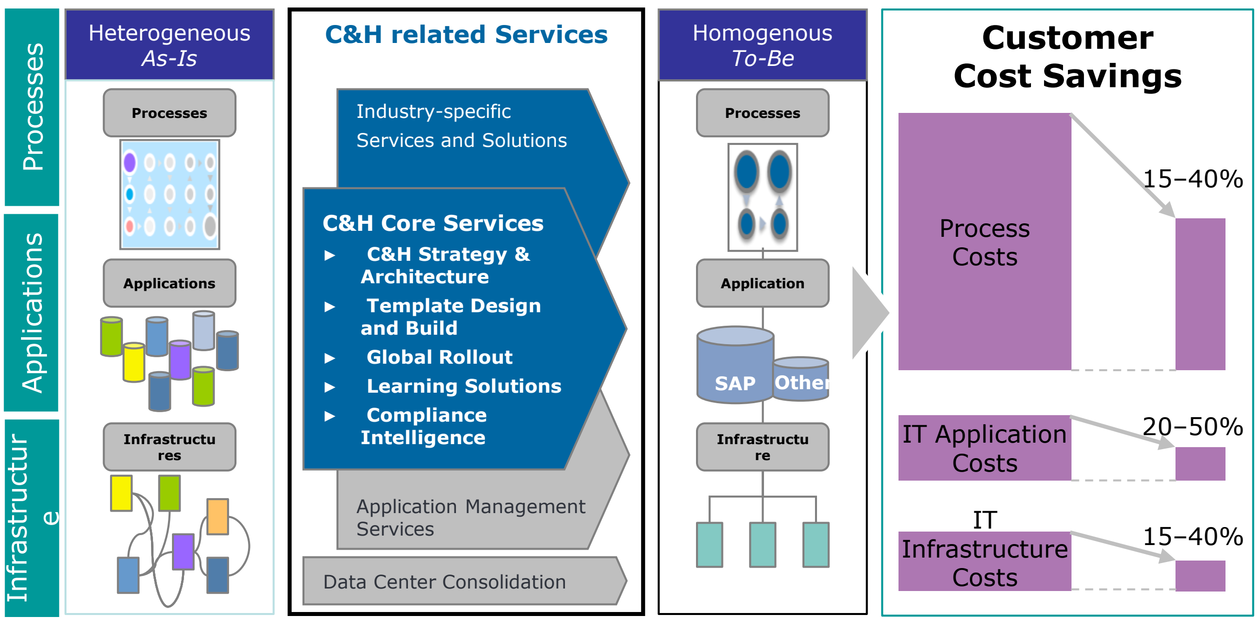
Key Topics

- Atos offers fully comprehensive security solutions from physical access control to application and data security, intrusion prevention
- Offering includes consulting, design, implementation an doperation of the security solutions
- Experience from demanding environments such as banks, the defense and intelligence and Olympic games

ERP Consolidation & Harmonization

Atos
Investor Day
6 October 2011

Horizontal MRS Growth assets



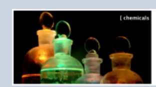
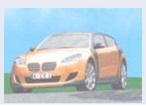
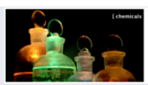
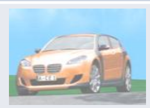
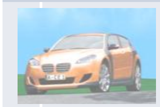
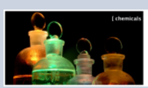
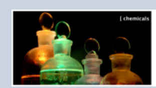
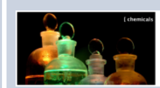
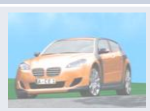
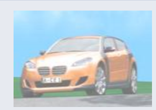
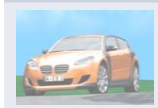
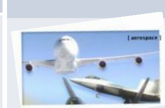
- Data transparency across countries and legal entities
- Higher flexibility in case of mergers & acquisitions
- Basis für Shared Service Center for Business and IT
- 1st class compliance on a global basis

Why Atos

- Outstanding long-term C&H expertise
- Proven C&H methodology and tools enhanced over the last 15 years
- Global delivery network with Global Competence center Germany + Regional Hubs in NA and ASP
- Strong references with global industry leaders

The latest closed deals and the qualified pipeline fully support the growth strategy of MRS:
Global / big customers and clear portfolio

Deals supporting growth

PLM TCV € in million	MES TCV € in million	Customer Loyalty and Smart Mobility TCV € in Million	International Outsourc. Cloud Services	SAP Solutions TCV € in Million
 >3‘ Signed	 >5‘ Pipeline	 >60‘ Pipeline	 >80‘ Signed	 AMS >10‘ Pipeline
 >50‘ Pipeline	 >2‘ Pipeline	 >35‘ Pipeline	 25‘ Signed	 AMS >10‘ Pipeline
 >50‘ Pipeline	 >1‘ Pipeline	 >50‘ Pipeline	 >180‘ Contr.	 >9‘ Pipeline
 >3‘ Pipeline	 >2‘ Pipeline	 >30‘ Pipeline	 20‘ Contr.	 >7 Pipeline
			 >200‘ Pipeline	 4 Signed 20‘´ Pipeline
			 >50‘ Pipeline	

Close cooperation with a few key partners will support our growth activities

Our Partners

Microsoft

- Hybrid Cloud
- Virtualization
- CRM
- Infrastructure transformation (Win 7, Collaboration Platform, Office)

SAP

- ERP
- BI
- MES / PLM (where Siemens solution does not fit)
- Cloud Initiative
- In Memory Computing

SIEMENS

- Siemens One
- Shared R&D
- PLM
- MES
- Greenfield approach for expanding customers

Thank you for your attention

Francis Meston

GLOBAL DELIVERY IN SI FURTHER TO SIS INTEGRATION

Atos: the creation of a leader in Systems Integration

Atos Origin

- Systems Integration
- Yearly revenue: €**1.3bn**

+

Siemens IT Solutions and Services

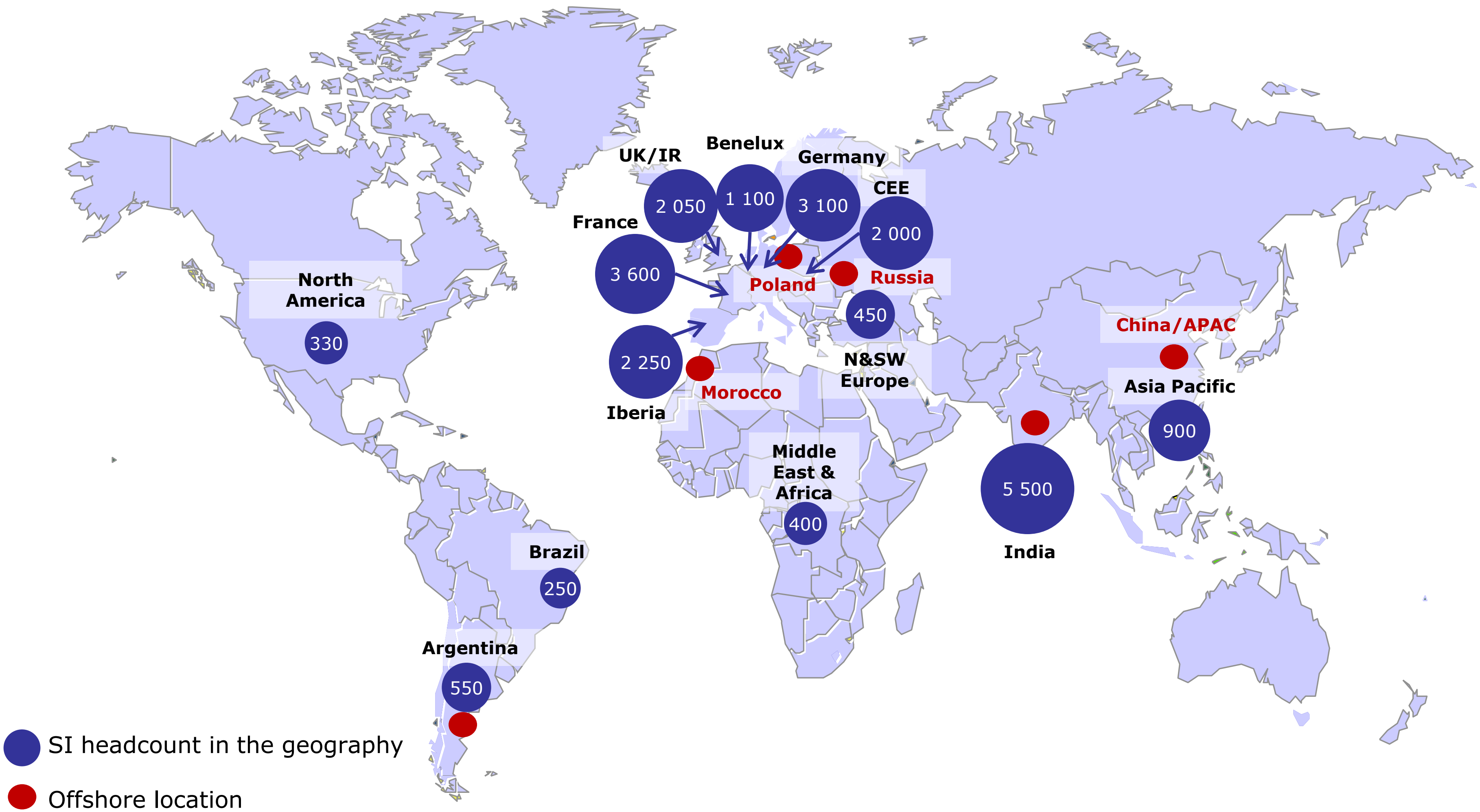
- Solutions
- Application Management (GAA) in Global Operations
- Yearly revenue: €**1bn**

Atos

- Systems Integration
- Yearly revenue: €**2.3bn**

Atos SI footprint

More than 22,000 business technologists

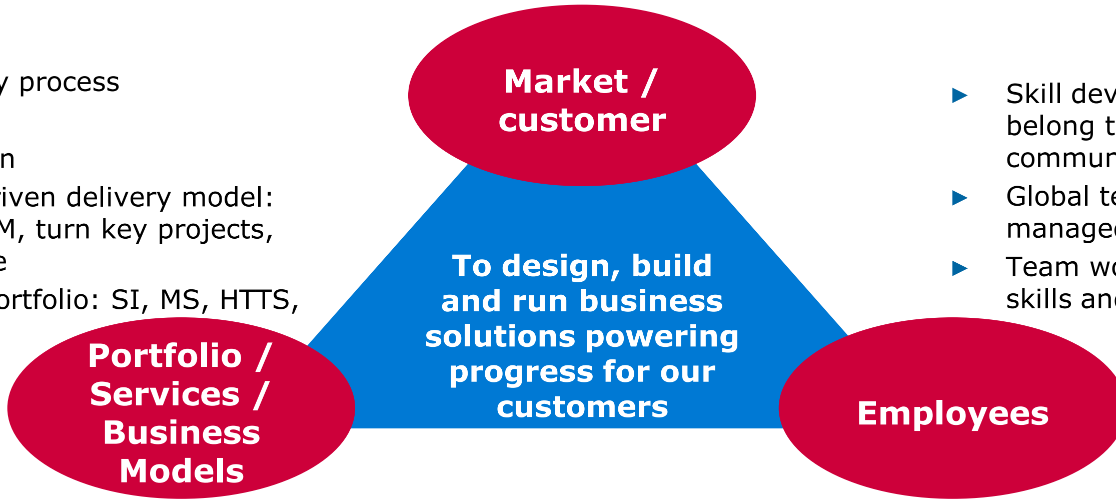


Atos SI vision: design, build and run business solutions powering progress for our customers

- Vertical market
- IT efficiency & business value creation
- Global enterprise and Public

- Blueprint by industry process
- Distributed delivery
- Design, build and run
- Flexible customer driven delivery model: consulting skills, T&M, turn key projects, services/output base
- Leverage Atos full portfolio: SI, MS, HTTS, Consulting & TS

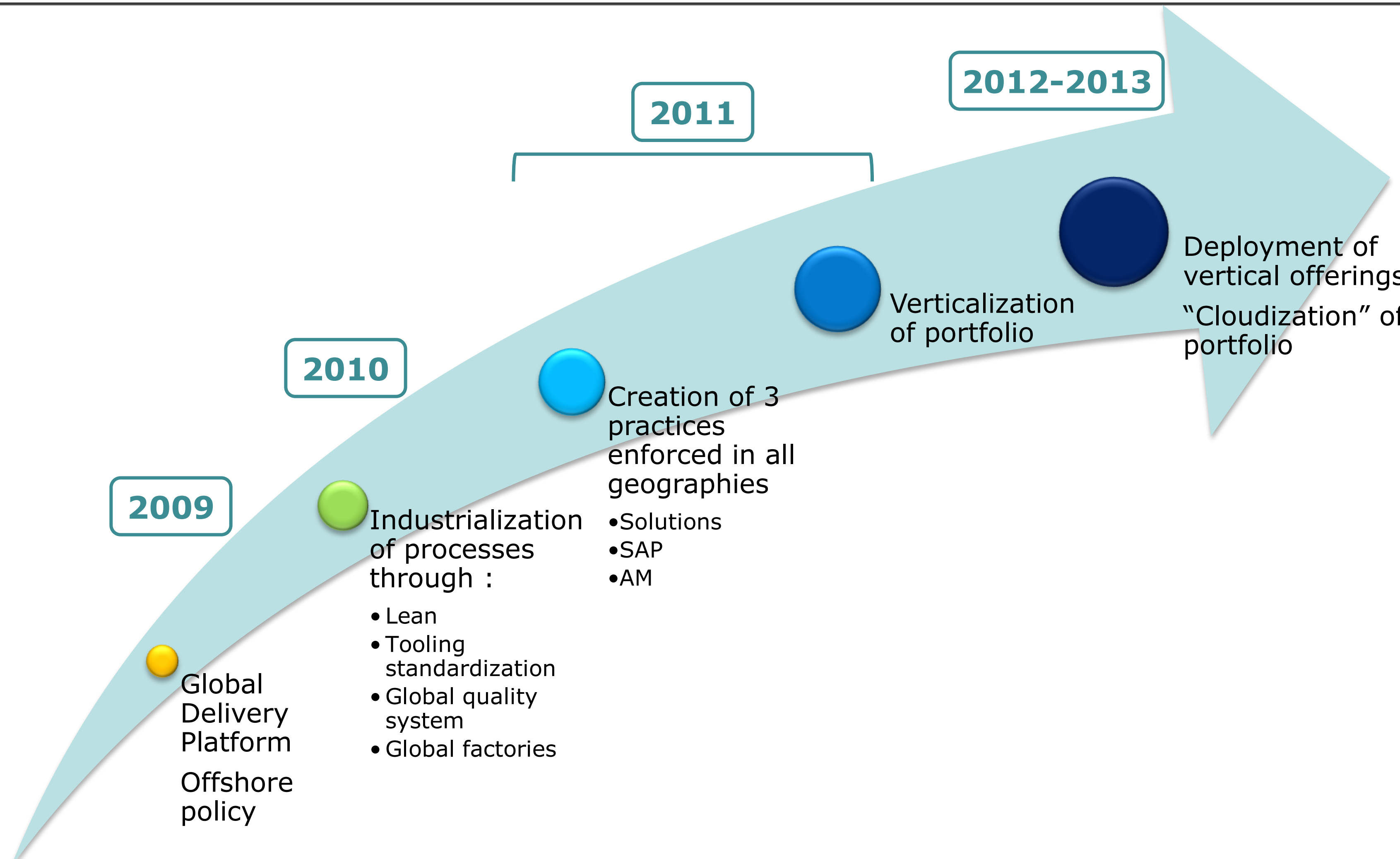
- Skill development: every employee to belong to a global technology community
- Global team: practices are globally managed
- Team work: continuously assembly best skills and team to generate results



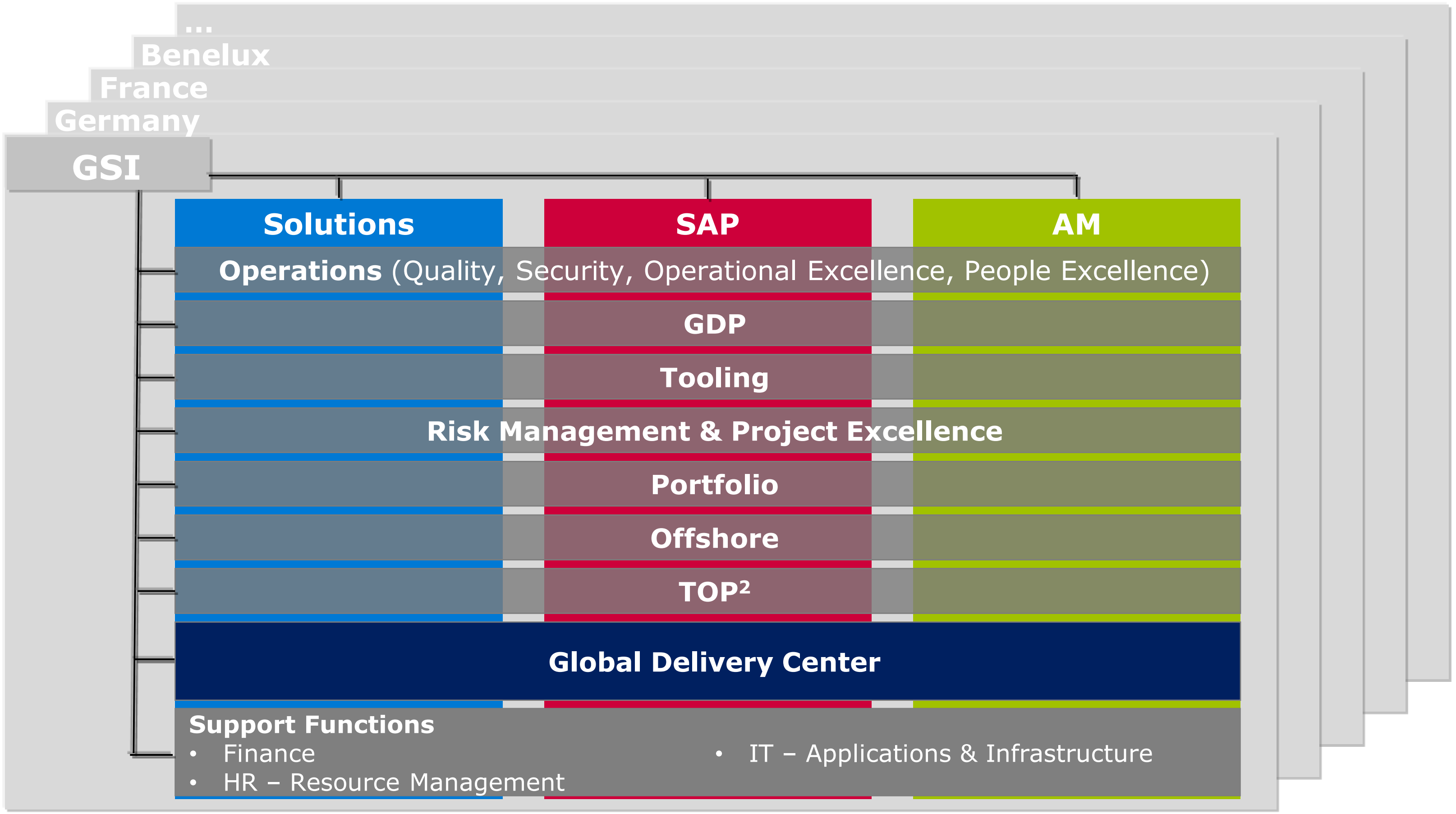
- 22,000 professionals
- 3 global practices: Solutions, SAP, Application Management
- 49 global offerings including 25 vertical offerings and 24 technology offerings
- Distributed delivery supported by 6,700 professionals in 5 offshore countries

- Generate value for our customers
- Offer unique career development path for our employees
- Generate sustainable profitable growth

Atos SI journey to 2013



Atos SI : a global organization



Solutions service offering

Creating business value by leveraging technology

- Yearly revenue: €1,140m
- # offerings: 33

Public, Health & Transports Blueprints

Energy & Utilities Blueprints

Manufacturing, Retail & Services Blueprints

Financial Services Blueprints

Telco Media & Technology Blueprints

Solutions Key Areas of Business Value Creation

- Cloud & Integration (Process × Application × Data)
- CRM
- ECM
- PLM
- SCM
- Embedded Software & Mobility
- Social IT
- TAM

SAP service offering

Rationalization and integration of SAP to create business value

- Yearly revenue: €440m
- # offerings: 11

Public, Health & Transports Blueprints

Energy & Utilities Blueprints

Manufacturing, Retail & Services Blueprints

Financial Services Blueprints

Telco Media & Technology Blueprints

SAP Key Areas of Business Value Creation

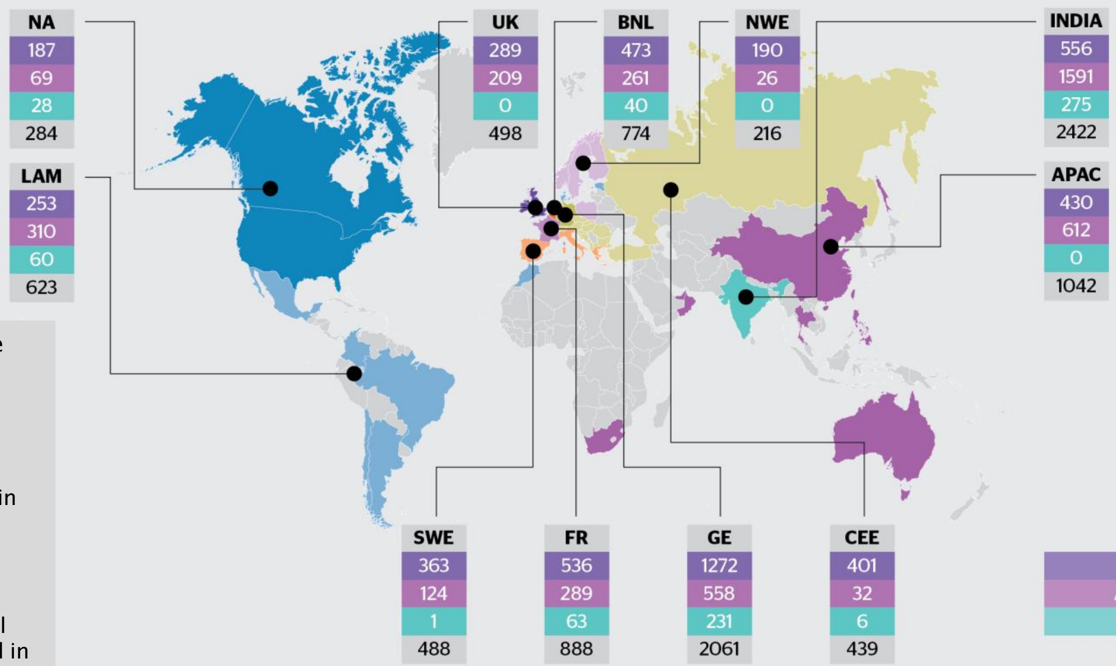
C&H (Consolidation & Harmonization)

- Supply Chain Management including integration with PLM & MES
- BI
- Sustainability

New areas
- **Mobility**
- **Cloud**
- **HANA**

Atos SAP global presence 2011

9735 consultants supporting > 500,000 SAP Business users and > 5,000 SAP Instances



	Atos
Consulting / projects	4950
Application management	4081
Hosting	704
	9735

- Global Competence Centre (GCC) C&H based in Germany, USA and Thailand
- GCC BI based in Germany
- GCC Energy based in India
- GCC Chemicals/Pharma based in China
- GCC Human Capital Management based in UK

SAP Global Partner™

- Global SAP Services provider
- Global Application Management provider
- Global Hosting partner (with certified data centres in EMEA, North America and APAC)
- Global Cloud Services Provider
- Global SAP Licence re-seller

AM positioning and value proposition

Leader on transformation AM deals

- Yearly revenue: €720m
- # offerings: 5

Blueprint…

Blueprint PLM

Blueprint SAP

Blueprint Telco Billing

Transformation Stage 2:
Business Performance improvement through Application Management
- Rearchitect
- SOA
- Cloud
- Business KPIs improvement

- Business growth
- Productivity

Transformation Stage 1:
TCO reduction through Application Rationalization
- Relearn
- Retire (old code)
- Replatform
- Refactor

-20% to 30% cost reduction

Application Management operation cost reduction:
- Incident Management
- Enhancement (cost/hour/UoW)
- Customer support (cost/hour/UoW)

-20% to 30% cost reduction

Demand Management:
- Business Case
- Value Creation
- Prioritization

-10% cost reduction

Technology Roadmap

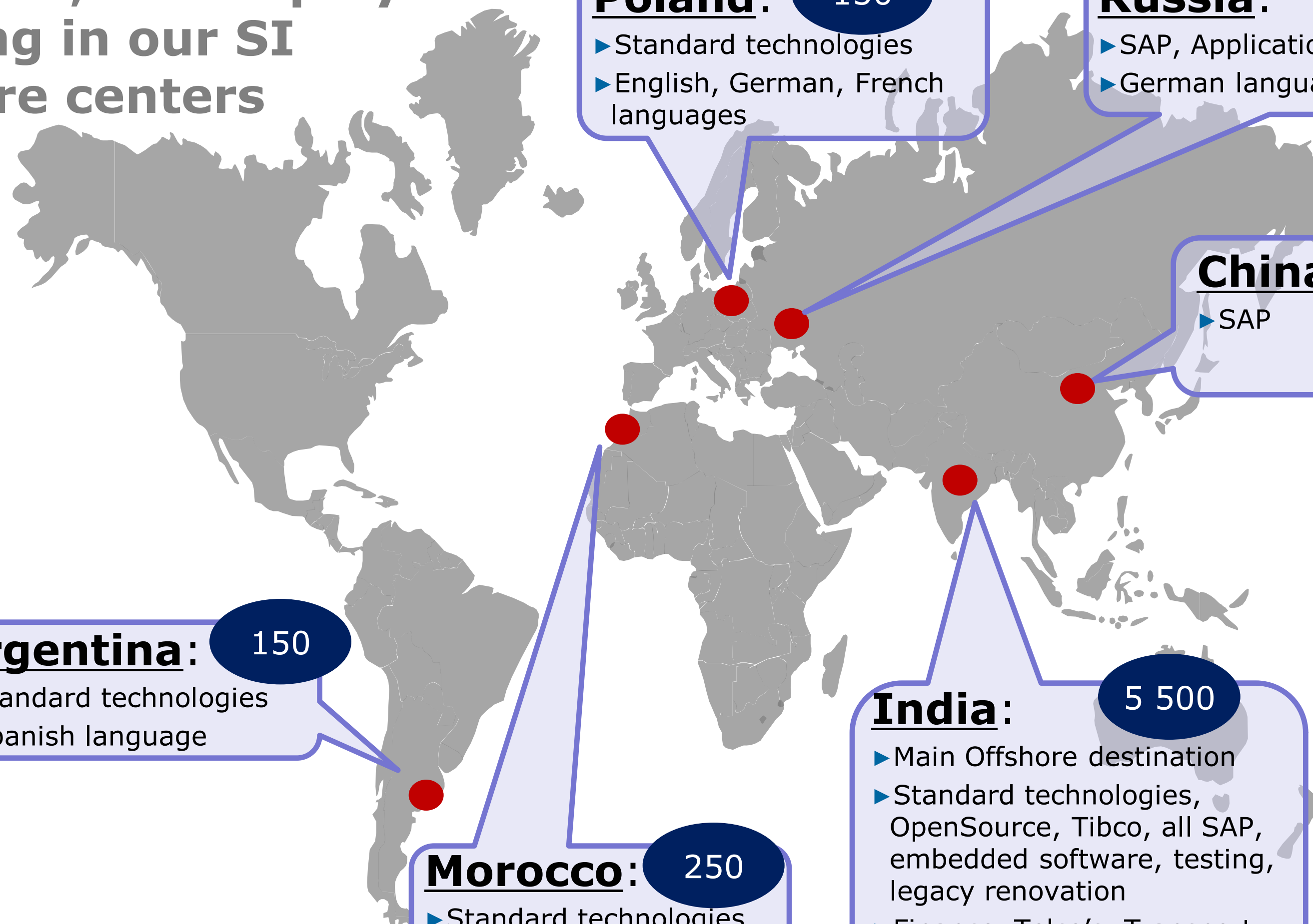
Cloud Transformation Journey

5 SI cloud offerings to engage our customers now

- **Cloud transformation journey**
  Start the transformational journey into the cloud
- **TAM on the Cloud**
  Rational tool set on-demand for our customers
- **SAP BI OnDemand**
  Cloud-based analytics offering
- **Dynamic PLM services**
  PLM Teamcenter on a dynamic cloud infrastructure
- **Azure development**
  Azure-based software development on the cloud

Atos SI offshore footprint

Around 6,700 employees working in our SI offshore centers



Poland: 150
- Standard technologies
- English, German, French languages

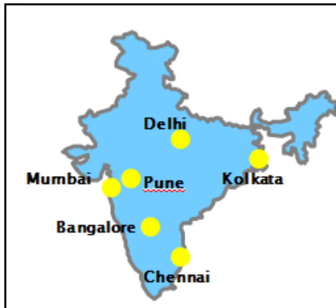
Russia: 250
- SAP, Application Management
- German language

China/APAC: 400
- SAP

Argentina: 150
- Standard technologies
- Spanish language

Morocco: 250
- Standard technologies
- French language

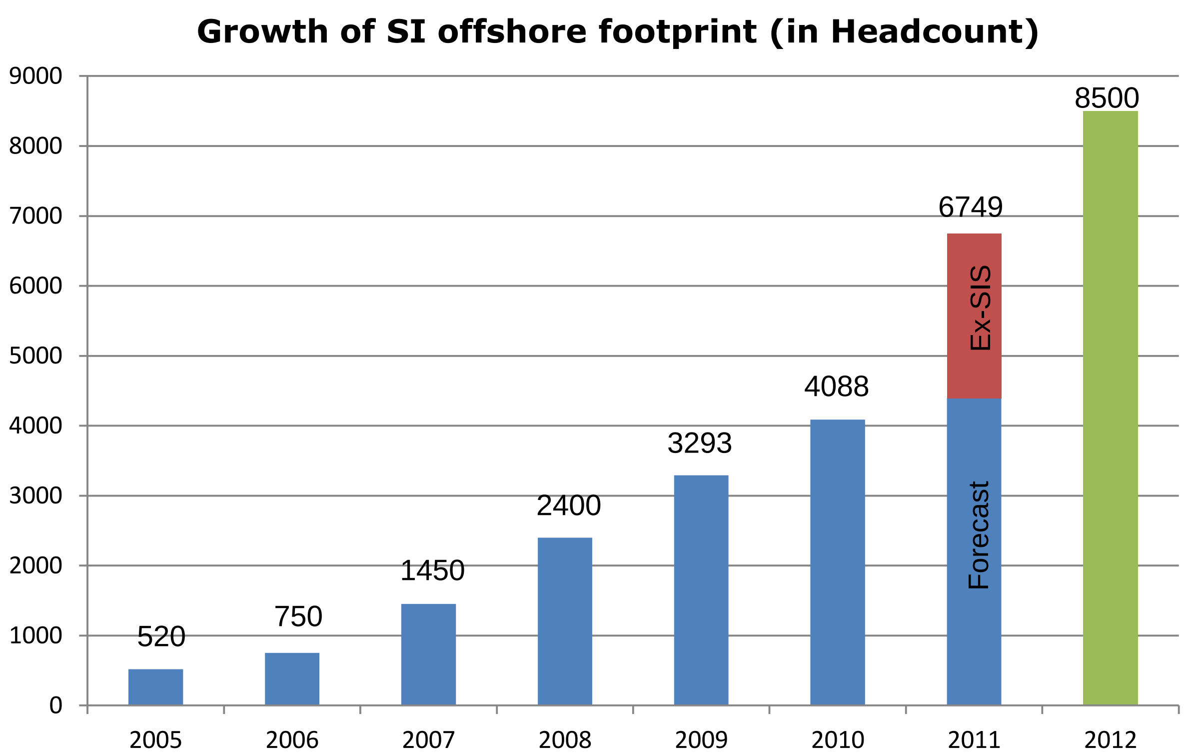
India: 5 500
- Main Offshore destination
- Standard technologies, OpenSource, Tibco, all SAP, embedded software, testing, legacy renovation
- Finance, Telco's, Transport, Utilities



Atos presence in India

Indicative SI Offshore Staff (in HC, July 2011)

Atos SI offshore presence has grown considerably over the past 3 years



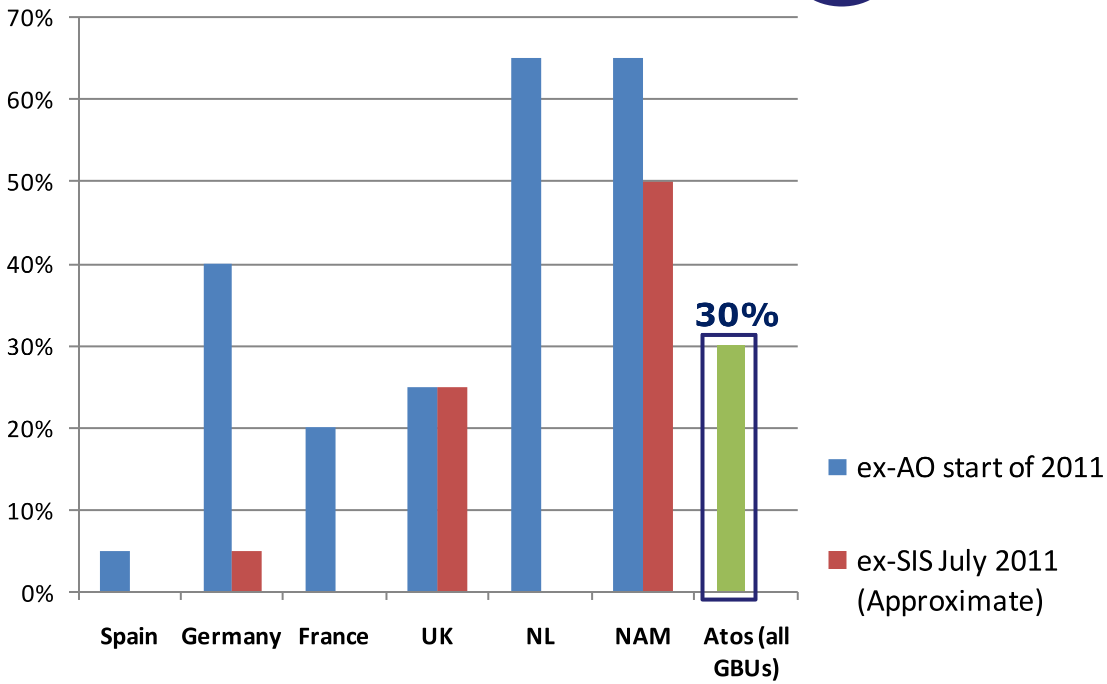
Atos SI offshore value proposition

- Cost competitiveness
- Access to vast talent pool
- Access to scarce IT skills
- Fast ramp-up time

Atos SI offshore penetration rate will further grow in the coming years

SI Offshore Penetration (%) in 2011

30%



Aim end of 2012

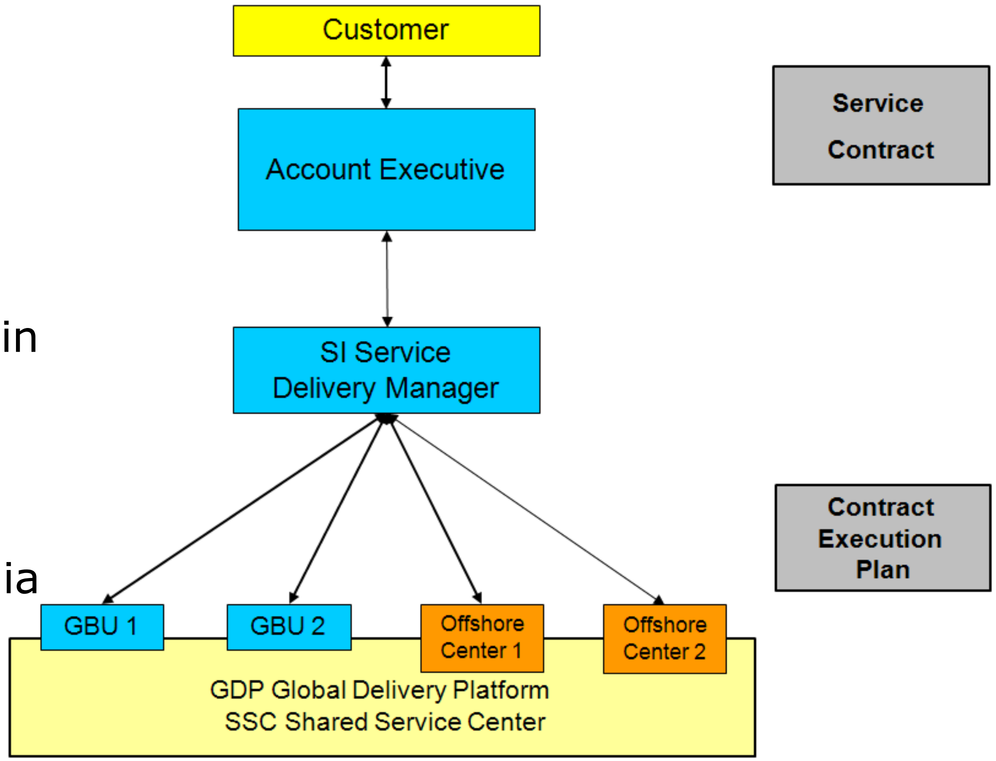
Spain	Germany	France	UK	NL	NAM	Atos (all GBUs)
15%	30%	35%	35%	80%	80%	38%

Levers to accelerate offshore in Atos

- Global management system
- Global processes
- Global tooling
- Language coverage
- Increased technology and functional/vertical competences
- Continuous external benchmark of offshore centers

Offshoring has become "business-as-usual" in Atos

- Offshore global policy
- Global Sourcing Sales Academy in India (Mumbai)
- Distributed Delivery Program Management University
- Handbook with offshore models
- Contract Execution Plan, integration in Rainbow bid process
- Management of demand & supply in offshore centers
- Improved recruitment process in India
- Roll-out of the Global Delivery Platform (GDP)
- Offshore offices in GBUs



Swen Rehders

HOW DOES THE NEW LARGE DEAL TEAM WORKS ?

A SUCCESS STORY

A Unique Mix of Professional and Deal Capabilities

The professional capabilities within SSE as well as our profound competencies derived from managing large deals are the crucial ingredients to deliver added value for our company, our clients and our shareholders.

Mission Statement of Atos
Global Strategic Sales Engagements

- Win more profitable large deals in all Service Lines and all GBUs.
- Win strategic deals.
  (e.g. expand HTTS scope, utilize the Siemens partnership)
- Establish clear accountability and responsibility throughout the company to run large deals
- Raise recognition of the new European IT Champion with analysts and sourcing advisors
- Conduct stringent and globally valid qualification of large deal pursuits to ensure optimal RoI for Atos
- Support existing account base in with add-on deals or in competitive renewals

SSE: A spearhead ensuring sustainable growth for the New Atos

Strategic Sales Engagements

- Fully integrated team of pre-merger existing large deal sales organizations
- Established upon closing, it is up and running now
- Developing new opportunities
- Pursuing new engagements
- Taking leadership for "in flight" pursuits, and
- Orchestrating
  ~ 60 deals with 7 B € TCV in global SSE and
  ~ 80 deals with EUR 4 B TCV in local SSE

Strategic Sales Engagements (SSE)

Global SSE

- 70 experts in one central Group

Local SSE

- 90 experts in 7 Geographic Business Units

- Total: 160 deal experts

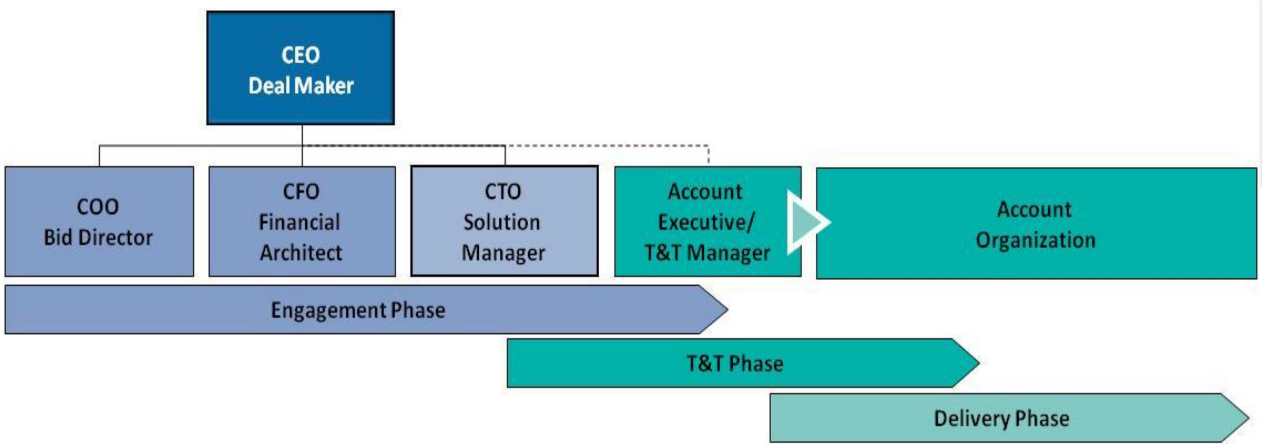
Pro-Active Toolset

- From "Suspect to Target"
- "Focus" workshops identify issues and resolutions early
- "WSW" to define the winning strategy
- "TPA-days" to maintain relationship with outsourcing advisors
- Early involvement of SSE with "SSE OA" to shape deals in early phases
- M&A knowledge included in SSE to evaluate also combined transactions

SSE: Key-Roles and Experience

Every SSE Deal consists of following key roles:

- CEO: **Deal Maker** proactively identifies and leads through the deal phase
- COO: **Bid Director** ensures industrialized and professional deliverables throughout the engagement phase
- CFO: **Financial Architect** ensures optimal Margin and FCF of the contract
- CTO: **Solution Manager** defines optimal solution for the client incorporating offshore delivery



SSE Previous Employers
(in % of Atos SSE staff)

▪Atos Origin	25%
▪SIS	25%
▪HP/EDS	20%
▪IBM	5%
▪T-Systems	2%
▪Accenture	2%
▪Cap Gemini	2%
▪CSC	2%
▪Other	17%

Bayer awards major outsourcing deal to new Atos

- In May 2011 Bayer announced that it will outsource their workplace services to Atos
- Within this transaction about 260 Bayer employees will transfer to Atos
- The contract signature is planned for Q4 2011
- Atos is the winner of a long-term RFP process where all major Outsourcing providers participated

Why Bayer has decided for Atos:

Group CIO Daniel Hartert in the German Computerwoche:
„From our point of view, the Atos – SIS merger has clear advantages because in the end the largest European IT Services company will thus emerge – with a revenue of more than nine billion Euro and a vision that convinces us. Apart from that, SIS is indeed the most efficient and capable provider with regard to our specific requirements. SIS has demonstrated a high degree of comprehension for our needs. In addition, SIS has presented coherent plans for a possible employee transfer. And that is a topic of utmost importance for us."

Bayer awards major outsourcing deal to new Atos

Official press release from Bayer

"Bayer Business Services intends to outsource parts of its IT infrastructure services to Siemens IT Solutions and Services GmbH. This is the outcome of a request for proposals (RFP) issued by Bayer Business Services last October in order to review the competitiveness of certain parts of its IT Operations business unit in Germany. The Executive Board of Bayer Business Services announced the decision to the company's employees at a town hall meeting held today.

The RFP showed that some of the services reviewed can no longer be provided by Bayer Business Services itself on an optimum cost basis in the long term. It is therefore intended to outsource the services concerned. In this context, Bayer Business Services intends to transfer its Customer Services function and certain units of Network Client Management to Siemens IT Solutions and Services. This partial transfer of undertaking would affect a total of about 260 employees."

Thank you