ATOS ORIGIN INVESTOR DAY

Atos Worldline at the heart of Atos Origin’s profitable growth strategy

Brussels, 12 June 2009
Disclaimers

This presentation contains further forward-looking statements that involve risks and uncertainties concerning the expected future growth and profitability for Atos Origin and Atos Worldline. Actual events or results may differ from those described in this presentation due to a number of risks and uncertainties that are described within the 2008 annual report filed with the Autorités des Marchés Financiers (AMF) on 9 April 2009 as a Document de Référence under the registration number : D.09-251.
Keywords to remember

- Critical e-transactions
- Smart Devices & Usages
- e-Communities
- Innovation
Agenda

» Introduction

» In-depth presentation of Atos Worldline, its core businesses and its perspectives

LUNCH

» Workshops

» Integrating Atos Worldline for Atos Origin growth
**Agenda**

**Morning**

**EARLY MORNING (9:30 TO 11:00)**

» In-depth presentation of Atos Worldline
   › Identity card & Business model
   › In-depth focus on Atos Worldline Core Businesses
   › Atos Worldline Key Financial Figures

**BREAK**

**LATER THIS MORNING (11:30 TO 12:30)**

» Atos Worldline Business Lines Perspectives
Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.
Atos Worldline Identity Card

A strong European position built on experience
Atos Worldline Identity Card

*Focused to lead in three service lines*

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Payments</td>
<td>66%</td>
</tr>
<tr>
<td>e-CS Customer, Citizen &amp;</td>
<td>22%</td>
</tr>
<tr>
<td>e-Community Services</td>
<td></td>
</tr>
<tr>
<td>Financial Markets</td>
<td>12%</td>
</tr>
</tbody>
</table>

**Global Turnover** = 814m€

4844 employees
Atos Worldline Identity Card
Focused to lead in three service lines

Electronic Payments

#2 Acquiring – Europe
TOP 3 Internet Payment – Europe
TOP 5 Issuing – Europe

e-CS
Customer, Citizen & e-Community Services

Financial Markets

Global **Turnover = 814m€**

4844 employees
Atos Worldline Identity Card
Focused to lead in three service lines

Electronic Payments

#1
Personal Mailbox – Europe
Multichannel Selfcare Home Banking – France

e-CS
Customer, Citizen & e-Community Services

Financial Markets

Global Turnover = 814m€
4844 employees
Atos Worldline Identity Card

Focused to lead in three service lines

Electronic Payments

e-CS
Customer, Citizen &
e-Community Services

Financial Markets

#1
Processing of Securities Clearing / Settlement – Europe
Brokerage Processing – Europe

Global Turnover = 814m€
4844 employees
Atos Worldline Identity Card

Electronic Payments

e-CS
Customer, Citizen & e-Community Services

Financial Markets

High Tech Transactional Service Provider
Atos Worldline Business Model

Clients’ specific needs

- Production model
  - Software assets
  - Business knowledge assets
  - Processing assets
- Revenue model
  - Shared risks and success
  - Limited initial set-up expenditure
  - Based on client’s business metrics

End users’ services
Atos Worldline Business Model
A client centric production model

End users’ needs

Clients’ specific needs

Software assets
Business knowledge assets
Processing assets

End users’ services
Atos Worldline Business Model

A production model with reusable software assets

- push management
- messaging
- rules engine
- account management
- publishing
- archiving
- polling
- card management
- ivr
- authentication
- payment scheme management
- web services

End users’ services
Atos Worldline Business Model

A production model with business expertise

- Card schemes
- ACH interfaces
- Bank regulations
- Fees management
- Mobile internet
- e-government
- Rich media
- e-commerce platforms

End users’ services
Atos Worldline Business Model

A production model with industrial scale

» Call center
» Helpdesk
» PCI
» Hardware security module
» Security
» Archiving processes
Atos Worldline Business Model

Production model – A case study

End users’ needs

Clients’ specific needs

End users’ services
Atos Worldline Business Model

A production model keeping clients ahead

End users’ needs

Clients’ specific needs

Maintaining state-of-the-art assets

Environmental and technological monitoring

End users’ services
Atos Worldline Business Model

Reusability of the assets

Polling
- Card payment acquiring
- Flash / Photo polling for radars

IVR
- Home banking selfcare
- ePIN code for remote payment

Fraud management
- Card payment issuing
- Biometric passport issuing

Alerting engine
- SMS push pull
- Automated Meter Readings
Atos Worldline Business Model
A partnership based revenue model

End users’ needs

Clients’ specific needs

Revenue model

End users’ services
Atos Worldline Business Model
A partnership based revenue model

End users’ needs

Clients’ specific needs

Win-win model

End users’ services
Atos Worldline Business Model

A revenue model enabling long term partnerships

- Take off phase
- ROI phase
- Loyalty phase
Atos Worldline Business Model

A revenue model supported by the production model

- Card payment, Cheque, IVR
- Internet payment, Messaging platform, Web sites, OMS solution
- Radars, Prepaid business, Mobile internet, Health card
- AMR, Peer to peer, Mobile check-in, Biometric passport, Pharmacist register

Atos Worldline Business Model
Delivering success and enabling long-term growth

- 10% of current revenue
- 30% of current revenue
- 60% of current revenue
Adding more value to classical IT Services

another way...
Adding more value to classical IT Services

» Designing applications & services
   » Integrating pre-packaged software

» Processing in self-designed mutualised data centers
   » Host customer platform

» Build once, reuse, sell many times
   » Sell once, execute once

» Client business metrics price structure
   » All-in-one pricing

» Shared success commitments
   » Means and results commitments
Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.
Atos Worldline Business Model

References

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.
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BREAK

LATER THIS MORNING (11:30 TO 12:30)
» Atos Worldline Business Lines Perspectives
Electronic Payments Service Line

Atos Worldline
end to end service provider
leader in electronic payments
Electronic Payments Service Line
The origin of Atos Worldline

- Department or subsidiaries of banks
- Bank spin-off
- Banks JV
- Bank JV divested

Atos Worldline
Electronic Payments Service Line

Applying the model

End users’ needs

Clients’ specific needs

Production model
» Software assets
» Business knowledge assets
» Processing assets

Revenue model
» Based on client’s business metrics
» Limited initial set-up expenditure
» Shared risks and success

End users’ services
Electronic Payments Service Line

Applying the model

End users' / clients' needs
- Cards
- ATM
- POS terminal
- Cheque
- Mobile phone
- Internet

Revenue model
- Per card
- Per authorisation
- Per transaction
- Per POS
- Per cheque
- Per call
- Per top-up

Production model
- SOFTWARE ASSETS
  - Security & encryption
  - Card management
  - Authorisation switching
  - Clearing & settlement
  -...
- BUSINESS KNOWLEDGE ASSETS
  - Card schemes
  - Protocols
  - Fraud management
  - Commercial acquiring
  -...
- PROCESSING ASSETS
  - Call center
  - Helpdesk
  - End-to-end services
  -...
Electronic Payments Service Line

Scope of portfolio

ISSUING

ACH

ACQUIRING
Electronic Payments Service Line

Scope of portfolio

- Full end-to-end issuing management
- SDD mandate management
- e-voucher management
- Enrollment & link to payment card
- Cards
- Direct debits
- Prepaid
- Credit transfers
- Mobile payment
- Cheque

- Full end-to-end acquiring management
- SDD mandate management, initiation and routing
- e-voucher on POS
- e-Payments routing service
- Full end-to-end mobile transaction acquiring & processing
- Cheque guarantee

Multi-payment remote acceptance platform

Terminals
Electronic Payments Service Line

Key figures

» 12 million debit cards
» 12 million credit cards
» 5 million fuel cards
» 3 million hits in our call centers

» 275 million remote payment
» 170 million cheque authorisations
» 2 billion acquiring transactions
» 147 million withdrawals
» 127 million MonCo/Proton transactions
» 34 million mobile phone prepaid transactions
» 400 000 terminals
Electronic Payments Service Line

Key differentiators

Plug-and-play solutions

Customised solutions

Atos Worldline

end to end service provider

leader in electronic payments

International Visa and MasterCard licences

State-of-the-art technology & security

Multi-industry client base

ADVANCE YOUR BUSINESS
Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.
e-CS Service Line

Atos Worldline
end to end service provider
leader in customer, citizen and e-Community services
e-CS Service Line

The origin of Atos Worldline

1980
Minitel

1990
Multi-devices
One-way interaction / push services

Today
Extended space of communications
User-generated content
Connected communities
e-CS Service Line

Applying the model

End users’ needs

Clients’ specific needs

Production model
- Software assets
- Business knowledge assets
- Processing assets

Revenue model
- Based on client’s business metrics
- Limited initial set-up expenditure
- Shared risks and success

End users’ services
e-CS Service Line

Applying the model

End users’/Clients’ needs

- Phone
- Mobile phone
- Radar
- ATM
- PDA
- Home PC
- On-Board Unit
- GPS

Revenue model

- Per SMS
- Per mailbox
- Per hits
- Per order
- Per call

Production model

SOFTWARE ASSETS
- Content management
- Electronic signature
- Business intelligence
- Messaging tools
- VoiceXML module
- ...

BUSINESS KNOWLEDGE ASSETS
- Mobile internet
- e-government
- Rich media
- e-commerce platforms
- ...

PROCESSING ASSETS
- Call center
- Helpdesk
- Security
- Archiving processes
- ...

ADVANCE YOUR BUSINESS
e-CS Service Line

Scope of portfolio

Client service processes
- IVR applications
- ACD applications
- Loyalty programs
- Push SMS/MMS/mail
- Datamining

Messaging
- Messaging core product
- Telecom applications
- Convergence management

Web services
- Publishing
- eMarket places
- eCommerce

Digitalisation & Trust Services
- eInvoice
- eIdentification
- eArchiving
- eHealth
- eGovernment services
e-CS Service Line
Key figures

» 40 million e-mail boxes
» 45 billion e-mails
» 450 million SMS
» 41 million loyalty cards
» 1,4 billion calls (IVR & Contact Centre)
» 102 billion internet pages viewed
» 850 million e-documents
Atos Worldline
end to end service provider
leader in customer, citizen and e-Community services

Operational & commercial agility
Finely-tuned business model
Large financial resources
Fully fledged international IT group
Taste for technology challenges
e-CS Service Line

References

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Agenda

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BREAK

LATER THIS MORNING (11:30 TO 12:30)

» Atos Worldline Business Lines Perspectives
### Financials

#### Key Figures

<table>
<thead>
<tr>
<th></th>
<th>FY 2008</th>
<th>FY 2007</th>
<th>FY 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In € Million</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>814</td>
<td>654</td>
<td>362</td>
</tr>
<tr>
<td>OMDA</td>
<td>170.2</td>
<td>141.6</td>
<td>83.3</td>
</tr>
<tr>
<td>% of revenue</td>
<td>20.9%</td>
<td>21.7%</td>
<td>23.0%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>123.4</td>
<td>95.3</td>
<td>63.8</td>
</tr>
<tr>
<td>% of revenue</td>
<td>15.2%</td>
<td>14.6%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Employees as of 31 Dec.</td>
<td>4,844</td>
<td>3,996</td>
<td>2,732</td>
</tr>
</tbody>
</table>
## Financials

*Revenue growth since 2006*

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In € Million</strong></td>
<td><strong>FY 2008</strong></td>
</tr>
<tr>
<td>Statutory revenue</td>
<td>814</td>
</tr>
<tr>
<td>Y-o-Y growth</td>
<td>+24.5%</td>
</tr>
<tr>
<td>Y-o-Y organic growth</td>
<td>+9.3%</td>
</tr>
<tr>
<td></td>
<td><strong>FY 2007</strong></td>
</tr>
<tr>
<td></td>
<td>654</td>
</tr>
<tr>
<td></td>
<td>+80.6%</td>
</tr>
<tr>
<td></td>
<td>+3.0%</td>
</tr>
<tr>
<td></td>
<td><strong>FY 2006</strong></td>
</tr>
<tr>
<td></td>
<td>362</td>
</tr>
<tr>
<td></td>
<td>+4.6%</td>
</tr>
</tbody>
</table>

Integration of Financial Markets from AEMS as of 1 Jan. 2008

Integration of Banksys acquired in Dec. 2006
## Financials

*Revenue by service line*

<table>
<thead>
<tr>
<th>Service Line</th>
<th>FY 2008</th>
<th>% of total</th>
<th>FY 2007</th>
<th>FY 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Payments</td>
<td>534</td>
<td>66%</td>
<td>505</td>
<td>223</td>
</tr>
<tr>
<td>e-CS</td>
<td>181</td>
<td>22%</td>
<td>148</td>
<td>139</td>
</tr>
<tr>
<td>Financial Markets</td>
<td>99</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Group On-line-Services</strong></td>
<td><strong>814</strong></td>
<td><strong>100%</strong></td>
<td><strong>654</strong></td>
<td><strong>362</strong></td>
</tr>
</tbody>
</table>
## Financials

### Revenue by industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>FY 2008</th>
<th>% of total</th>
<th>FY 2007</th>
<th>% of total</th>
<th>FY 2006</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial services</td>
<td>380</td>
<td>47%</td>
<td>262</td>
<td>40%</td>
<td>151</td>
<td>42%</td>
</tr>
<tr>
<td>Public sector</td>
<td>81</td>
<td>10%</td>
<td>57</td>
<td>9%</td>
<td>61</td>
<td>17%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9</td>
<td>1%</td>
<td>10</td>
<td>2%</td>
<td>10</td>
<td>3%</td>
</tr>
<tr>
<td>Telecom &amp; media</td>
<td>74</td>
<td>9%</td>
<td>70</td>
<td>11%</td>
<td>69</td>
<td>19%</td>
</tr>
<tr>
<td>Energy &amp; utilities</td>
<td>33</td>
<td>4%</td>
<td>38</td>
<td>6%</td>
<td>12</td>
<td>3%</td>
</tr>
<tr>
<td>Retail</td>
<td>231</td>
<td>28%</td>
<td>213</td>
<td>33%</td>
<td>58</td>
<td>16%</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>1%</td>
<td>3</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Group Online-Services</strong></td>
<td><strong>814</strong></td>
<td><strong>100%</strong></td>
<td><strong>654</strong></td>
<td><strong>100%</strong></td>
<td><strong>362</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Financials

**Capital expenditure**

- Investment in hardware
- All IT development costs accounted for in Operating Margin
**Agenda**

**Morning**

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**BREAK**

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» Atos Worldline Business Lines Perspectives
Atos Worldline business lines perspectives

Trends in electronic payments

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions

- Regulatory and technological trends (SEPA / PSD)
  - Abolition of domestic schemes and technical barriers
  - New actors
  - Processing and Clearing / Settlement of all payment means is converging

- Usage trends
  - Growth in electronic payments
  - Quick adoption of new channels
  - Growth of cross borders transactions
  - Rise of prepaid payments

- Market dynamics
  - Polarisation of payment industry
  - Intensification of competition
Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.
Atos Worldline business lines perspectives
Trends in e-CS

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions

» Technological trends
  › Increasing performance
  › Increasing variety of devices
  › Cloud computing
  › Growing tendency to reduce costs by externalisation

» Usage trends
  › Robust growth in customer self service
  › Profusion of unstructured information digital on mails, blogs and RSS

» Market dynamics
  › Traction from e-government for transformation projects
  › Replacement of paper by electronic flow
  › SaaS
Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.
Atos Worldline business lines perspectives

Strengths for success

A company powered by its people
- Our employees at the heart of our business strategy
- Technological & business experts

Innovation
- Dedicated R&D teams since more than 20 years
- A company wide Innovation Program

IT globalization program
- Significant investments regarding our core business solutions
- Using advanced Design & Development techniques and methodologies
Atos Worldline business lines perspectives

Usage trend: Convergence

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions.

Synergies between Electronic Payments and e-CS

Competencies in Electronic Payments

- Self services for prepaid cards
- M-payment
- Commercial acquirer invoicing

Competencies in e-CS
Atos Worldline business lines perspectives

**New business areas**

- Non fully classical IT value chain
- High variability of traffic and volume
- 3rd party & community without shared IT infrastructure
- e-City
- Longer life
- Active identity
- Green
- Regulations & Ethics

**Driven by our business model**

**Driven by emerging usages**

[Atos Origin Investor Day]
Atos Worldline business lines perspectives

Business opportunities of high-tech transaction services

High Tech Transactional Services
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Integrating Atos Worldline for Atos Origin growth

High Tech Transactional Services in Atos Origin tomorrow

Group integration
  › Growth through leverage of synergies with the group

Atos Worldline today
Atos Origin assets to leverage

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions

Payment assets

Customer base & geographical presence

Atos Origin assets
Atos Origin assets to leverage

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions

Payment assets

Atos Origin assets
Growth through leverage of synergies with the Group: Payment Assets

**UK**
- 400 M Payment Transactions
- Private Label & Fuel Cards processing
- Mobile Payment & Ticketing

**CHINA**
- Solutions issuing over 100M credit cards
- Major Chinese banks as Customer
- 70% market share of credit card transaction volumes

**SPAIN**
- Consumer Credit BPO
- Issuing & Acquiring of 9M Fuel Cards
- Autorisation solution for 15M credit cards
Atos Origin assets to leverage

Atos Worldline is a leading European end to end service provider designing solutions and providing processing services for critical electronic transactions

Customer base & geographic presence

Atos Origin assets
Growth through leverage of synergies with the Group: *Customer base & Geo. presence*
Growth through leverage of synergies with the Group: *Customer base & Geo. presence*

**Atos Origin Market Strengths: Potential for Leverage**

<table>
<thead>
<tr>
<th></th>
<th>Bank - Finance</th>
<th>Retail</th>
<th>Telco - Media - Utilities</th>
<th>Industry</th>
<th>Public Sector</th>
<th>Transport</th>
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<td><strong>FR</strong></td>
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<td><strong>Asia</strong></td>
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</tbody>
</table>
Growth through leverage of synergies with the Group: *Integration Roadmap*

- **Identification of Integration Synergies**
  - Integrating isolated Electronic Payments assets
  - Developing “Worldline-like” business
  - Leveraging the Atos Origin customer base

- **Diffusion of the Atos Worldline business model & offering throughout the group**

- **Group-wide Transformation project**
  - Adapting the organization
  - Defining objectives as soon as 2010 Budget
  - Monitoring at Board level
Growth through leverage of synergies with the Group: *Integration Roadmap*

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