Disclaimer

» This presentation contains further forward-looking statements that involve risks and uncertainties concerning the Group’s expected growth and profitability for 2008 and following years. 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 2007 annual report filed with the Autorité des Marchés Financiers (AMF) on 9 April 2008 as a Document de Référence under the registration number: D08-218

» All definitions used in this document are in the last Annual Report on the Atos Origin website

» Operating margins by geographical area and by service line exclude Corporate central costs
Agenda

» 1. FY’08 Results

» 2. Conclusions on FY’08 performance

» 3. Changing Atos Origin

» 4. Outlook and Objectives
Agenda

1. FY’08 Results
2. Conclusions on FY’08 performance
3. Changing Atos Origin
4. Outlook and Objectives
2008 Highlights

» Financial performance
  » Revenue at EUR 5,479 M with an organic growth at +5.6% despite slowdown in H2
  » 68% of total revenue is recurring business, 93% European basis, 77% covered by 4 main sectors
  » Operating margin at EUR 261 M (4.8% of revenue), representing an increase of +11% at same scope and exchange rates compared to 2007
  » Net income Group share at EUR 23 M after EUR 226 M of impairment of assets mainly in France
  » 2008 year end financial net debt at EUR 304 M

» Commercial activity
  » Order entries at EUR 5.4 Bn, representing a book to bill ratio at 98% with 110% during the last quarter of the year
  » Good commercial activity with a full qualified pipeline increasing at EUR 2.7 Bn

» Disposals completed during the year
  » Italy and AEMS Exchange
  » Mexico, Thailand, and Technical automation in The Netherlands

» Pensions
  » In the United Kingdom
  » In The Netherlands
Agenda

» 1. FY’08 Results
   » Operational Performance

» 2. Conclusions on FY’08 performance

» 3. Changing Atos Origin

» 4. Outlook and Objectives
Full year 2008 revenue organic growth at +5.6%

Organic growth: at constant scope and exchange rates

<table>
<thead>
<tr>
<th>In € Million</th>
<th>2008</th>
<th>2007</th>
<th>Δ%</th>
<th>Exchange rates</th>
<th>Disposals</th>
<th>2007 proforma</th>
<th>% organic growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory scope</td>
<td>5,623</td>
<td>5,855</td>
<td>-4.0%</td>
<td>(160)</td>
<td>(363)</td>
<td>5,332</td>
<td>+5.5%</td>
</tr>
<tr>
<td>Italy (1 month in 2008 and 12 months in 2007)</td>
<td>(20)</td>
<td>(261)</td>
<td></td>
<td></td>
<td>240</td>
<td></td>
<td>(21)</td>
</tr>
<tr>
<td>AEMS Exchange (7 months in 08 and 12 mths in 07)</td>
<td>(125)</td>
<td>(247)</td>
<td></td>
<td>5</td>
<td>119</td>
<td></td>
<td>(123)</td>
</tr>
<tr>
<td>Revenue excluding Italy and AEMS Exchange</td>
<td>5,479</td>
<td>5,348</td>
<td>+2.5%</td>
<td>(156)</td>
<td>(4)</td>
<td>5,188</td>
<td>+5.6%</td>
</tr>
</tbody>
</table>

Revenue organic growth over last year at EUR 291 M or +5.6%
Full year 2008 revenue organic growth

- **FY 07 reported revenue**: 5,855
- **Italy**: (261)
- **AEMS Exchange**: (247)
- **Exchange rates impact**: (156)
- **Other disposals**: (4)
- **FY 07 new scope**: 5,188
- **Organic growth**: +291
- **FY 08**: 5,479

*Organic growth +5.6%*
Solid backlog and increasing pipeline

» Total order entry of EUR 5.4 billion representing a book to bill ratio at 98%

» Full backlog at EUR 7.4 billion, representing 1.4 year of revenue

» 12 months backlog above EUR 3 billion, increase by +2% vs. 2008

» Full qualified pipeline at EUR 2.7 billion, increase by EUR 800 million vs. 2008

<table>
<thead>
<tr>
<th>Total Group</th>
<th>Consulting</th>
<th>Systems Integration</th>
<th>Managed Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>98%</td>
<td>98 %</td>
<td>96 %</td>
</tr>
</tbody>
</table>
## Latest customers’ contracts won in Q4 2008

<table>
<thead>
<tr>
<th>Customers</th>
<th>Country</th>
<th>Service line</th>
<th>Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vivarte</td>
<td>France</td>
<td>MO</td>
<td>System support, infrastructure management</td>
</tr>
<tr>
<td>Insurance company</td>
<td>France</td>
<td>SI</td>
<td>New IT system</td>
</tr>
<tr>
<td>Ministry of Finance</td>
<td>France</td>
<td>MO</td>
<td>Renewal Managed Services Helios</td>
</tr>
<tr>
<td>Major oil company</td>
<td>France</td>
<td>MO</td>
<td>Full infrastructure services for Group subsidiaries</td>
</tr>
<tr>
<td>Consulting international firm</td>
<td>France</td>
<td>MO</td>
<td>European trade support on workstations</td>
</tr>
<tr>
<td>Department of Health</td>
<td>UK</td>
<td>BPO</td>
<td>Electronic booking system development &amp; management</td>
</tr>
<tr>
<td>City &amp; Guilds</td>
<td>UK</td>
<td>SI</td>
<td>SAP hosting and support</td>
</tr>
<tr>
<td>Sanoma</td>
<td>NL</td>
<td>MO</td>
<td>Full outsourcing of IT infrastructure</td>
</tr>
<tr>
<td>Rabo Group</td>
<td>NL</td>
<td>SI, MO</td>
<td>Outsourcing and management for housing - connectivity</td>
</tr>
<tr>
<td>Océ Technologies</td>
<td>NL</td>
<td>SI, MO</td>
<td>International IT services</td>
</tr>
<tr>
<td>E-Plus</td>
<td>Germany</td>
<td>SI, MO</td>
<td>Full IT infrastructure outsourcing</td>
</tr>
<tr>
<td>Bank</td>
<td>Spain</td>
<td>SI</td>
<td>SAP implementation</td>
</tr>
<tr>
<td>Chemical company</td>
<td>US</td>
<td>SI</td>
<td>Server Management, LAN, SAP hosting</td>
</tr>
</tbody>
</table>
Operating Margin

NB: figures based on new scope: 2008 and 2007 figures at same perimeter and exchange rates
i.e., excluding Italy and AEMS and at 2008 exchange rates.
### 2008 performance by service line

<table>
<thead>
<tr>
<th>In € Million</th>
<th>FY 2008</th>
<th>% organic growth</th>
<th>FY 2007</th>
<th>FY 2008</th>
<th>FY 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>349</td>
<td>+1.0%</td>
<td>16.7</td>
<td>18.2</td>
<td>4.8%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>2,202</td>
<td>+5.4%</td>
<td>86.3</td>
<td>92.6</td>
<td>3.9%</td>
</tr>
<tr>
<td>Managed Operations</td>
<td>2,928</td>
<td>+6.4%</td>
<td>240.2</td>
<td>240.4</td>
<td>8.2%</td>
</tr>
<tr>
<td>Corporate Central (**)</td>
<td>-82.8</td>
<td>-116.0</td>
<td>-1.5%</td>
<td>-2.2%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Total Group new scope (*)</td>
<td>5,479</td>
<td>+5.6%</td>
<td>260.5</td>
<td>235.2</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

**Organic growth:** at constant scope and exchange rates

(*) All figures on new scope excluding Italy and AEMS in 2007 and 2008 and at 2008 exchange rates

(**) Corporate costs exclude Global Service lines costs allocated to the Service lines
### 2008 performance by geographical area

<table>
<thead>
<tr>
<th>In € Million</th>
<th>Revenue FY 2008</th>
<th>% organic growth</th>
<th>Operating Margin FY 2008</th>
<th>Operating Margin FY 2007</th>
<th>Operating Margin % FY 2008</th>
<th>Operating Margin % FY 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY 2008</td>
<td>FY 2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>1,580</td>
<td>+6.9%</td>
<td>77.1</td>
<td>65.5</td>
<td>4.9%</td>
<td>4.4%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>950</td>
<td>+9.7%</td>
<td>69.5</td>
<td>49.6</td>
<td>7.3%</td>
<td>5.7%</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>1,063</td>
<td>-1.6%</td>
<td>90.6</td>
<td>127.1</td>
<td>8.5%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Germany + Central Europe</td>
<td>642</td>
<td>+5.9%</td>
<td>43.3</td>
<td>44.5</td>
<td>6.7%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Rest of EMEA</td>
<td>872</td>
<td>+9.4%</td>
<td>82.7</td>
<td>71.4</td>
<td>9.5%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Americas</td>
<td>194</td>
<td>-12.2%</td>
<td>5.8</td>
<td>6.5</td>
<td>3.0%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>177</td>
<td>+28.6%</td>
<td>-1.5</td>
<td>7.5</td>
<td>-0.9%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Corporate (**)</td>
<td>-106.9</td>
<td></td>
<td>-137.0</td>
<td>-2.0%</td>
<td>-2.0%</td>
<td>-2.6%</td>
</tr>
<tr>
<td><strong>Total Group new scope (</strong>)**</td>
<td><strong>5,479</strong></td>
<td><strong>+5.6%</strong></td>
<td><strong>260.5</strong></td>
<td><strong>235.2</strong></td>
<td><strong>4.8%</strong></td>
<td><strong>4.5%</strong></td>
</tr>
</tbody>
</table>

Organic growth: at constant scope and exchange rates

(*) All figures on new scope excluding Italy and AEMS in 2007 and 2008 and at 2008 exchange rates

(**) Corporate costs include Global service lines costs not allocated to geographical areas
Headcount evolution

Staff as of 31 Dec. 07: 51,704
Change in scope: (3,109)
Leavers: (6,581)
Lay-offs & dismissals: (1,993)
Hirings: +10,954
Staff as of 31 Dec. 08: 50,975
1. FY’08 Results
   » Financial Performance

2. Conclusions on FY’08 performance

3. Changing Atos Origin

4. Outlook and Objectives
## Income statement

<table>
<thead>
<tr>
<th>In € Million</th>
<th>FY 2008</th>
<th>FY 2007</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>5,623</td>
<td>5,855</td>
<td></td>
</tr>
<tr>
<td>OMDA</td>
<td>477</td>
<td>505</td>
<td></td>
</tr>
<tr>
<td>% revenue</td>
<td>8.5%</td>
<td>8.6%</td>
<td></td>
</tr>
<tr>
<td>Operating Margin</td>
<td>266</td>
<td>271</td>
<td></td>
</tr>
<tr>
<td>% revenue</td>
<td>4.7%</td>
<td>4.6%</td>
<td></td>
</tr>
<tr>
<td>Pensions</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restructuring and rationalization</td>
<td>(103)</td>
<td>(98)</td>
<td>In 2008, mainly regarding plans in France, NL, UK and Central Europe</td>
</tr>
<tr>
<td>Capital gains on disposal of assets</td>
<td>143</td>
<td>21</td>
<td>In 2008, EUR 135 M on AEMS Exchange, rest related to disposals of Italy, Thailand and Madrid headquarters. Actis in 2007</td>
</tr>
<tr>
<td>Impairment losses on LT assets and other items</td>
<td>(233)</td>
<td>(68)</td>
<td>France on conservative business plan and Spain on economic slowdown scenario</td>
</tr>
<tr>
<td>Net release of provision</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>100</td>
<td>137</td>
<td></td>
</tr>
<tr>
<td>% revenue</td>
<td>1.8%</td>
<td>2.3%</td>
<td></td>
</tr>
<tr>
<td>Net cost of financial debt</td>
<td>(29)</td>
<td>(29)</td>
<td>Average net debt EUR 519 M / Average interest rate 5.53%</td>
</tr>
<tr>
<td>Other financial income-expense</td>
<td>6</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Net financial expenses</td>
<td>(23)</td>
<td>(14)</td>
<td></td>
</tr>
<tr>
<td>Income tax expenses</td>
<td>(48)</td>
<td>(60)</td>
<td>Restated effective tax rate at 23.6% in 2008 vs 37.5% in 2007</td>
</tr>
<tr>
<td>Net income</td>
<td>30</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Group Share</td>
<td>23</td>
<td>48</td>
<td>AEMS (until July 2008) / Atos Worldline Germany</td>
</tr>
<tr>
<td>Minority interests and affiliates</td>
<td>7</td>
<td>15</td>
<td>Increase of +29%</td>
</tr>
<tr>
<td>Adjusted net income</td>
<td>181</td>
<td>140</td>
<td></td>
</tr>
</tbody>
</table>
## Cash flow statement

<table>
<thead>
<tr>
<th></th>
<th>FY 2008</th>
<th>FY 2007</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>OMDA</td>
<td>477</td>
<td>505</td>
<td></td>
</tr>
<tr>
<td>Net capital Expenditures</td>
<td>(234)</td>
<td>(300)</td>
<td>4.2% of 2008 revenue vs 5.1% in 2007. IT equipments in operating leases reduced from EUR 53 M in 2007 to EUR 23 M in 2008</td>
</tr>
<tr>
<td>Operating Cash Capacity</td>
<td>243</td>
<td>205</td>
<td>Increase of +19%</td>
</tr>
<tr>
<td>Change in working capital</td>
<td>(86)</td>
<td>30</td>
<td>DSO reduced from 67 days in 2007 to 63 days in 2008, decrease in trade and employee payables EUR 86 M</td>
</tr>
<tr>
<td>Taxes paid</td>
<td>(50)</td>
<td>(48)</td>
<td></td>
</tr>
<tr>
<td>Net costs of financial debt paid</td>
<td>(29)</td>
<td>(29)</td>
<td></td>
</tr>
<tr>
<td>Restructuring and rationalisation</td>
<td>(103)</td>
<td>(81)</td>
<td>Mainly in France, UK and The Netherlands</td>
</tr>
<tr>
<td>UK pensions Plan amendment</td>
<td>(65)</td>
<td>(81)</td>
<td>Cash outflow in April 2008</td>
</tr>
<tr>
<td>Net financial investments</td>
<td>209</td>
<td>15</td>
<td>Disposal of AEMS Exchange (EUR 163 M) and Italy (EUR 38 M)</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>(32)</td>
<td>(3)</td>
<td>Dividends of EUR 28 M to shareholders</td>
</tr>
<tr>
<td>Purchase and sale of treasury stock</td>
<td>(15)</td>
<td>(21)</td>
<td>MIP / LTI incentive plans based on Atos Origin shares</td>
</tr>
<tr>
<td>Other changes</td>
<td>(38)</td>
<td>(45)</td>
<td>Translation differences (EUR 24 M)</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>34</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Opening net debt</td>
<td>338</td>
<td>360</td>
<td></td>
</tr>
<tr>
<td>Closing net debt</td>
<td>304</td>
<td>338</td>
<td></td>
</tr>
</tbody>
</table>
## Simplified Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2008</th>
<th>31 Dec 2007</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>1,511</td>
<td>1,868</td>
<td>Impairment in France and Spain and exchange rates effect</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>78</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>454</td>
<td>437</td>
<td>Further reduction of IT Operating leases by EUR 30 M</td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>68</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Net deferred tax assets</td>
<td>139</td>
<td>179</td>
<td></td>
</tr>
<tr>
<td><strong>Non Current Assets</strong></td>
<td><strong>2,249</strong></td>
<td><strong>2,629</strong></td>
<td>Italy and AEMS Exchange disposed in 2008</td>
</tr>
<tr>
<td>Net Assets held for sale</td>
<td></td>
<td>223</td>
<td></td>
</tr>
<tr>
<td><strong>Working Capital</strong></td>
<td><strong>15</strong></td>
<td><strong>(29)</strong></td>
<td></td>
</tr>
<tr>
<td>Shareholders Equity</td>
<td>1,531</td>
<td>1,692</td>
<td>Reduction due to disposals made in 2008, following the disposal of AEMS Exchange</td>
</tr>
<tr>
<td>Equity of minority interests</td>
<td>11</td>
<td>173</td>
<td></td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td><strong>1,542</strong></td>
<td><strong>1,864</strong></td>
<td></td>
</tr>
<tr>
<td>Pension provision</td>
<td>222</td>
<td>395</td>
<td>Reduction of projects slippage, provision for restructuring at the end of 2008</td>
</tr>
<tr>
<td>Provisions</td>
<td>196</td>
<td>227</td>
<td></td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td><strong>304</strong></td>
<td><strong>338</strong></td>
<td></td>
</tr>
</tbody>
</table>
Atos Origin well below banking covenants

» Credit lines of EUR 1.1 Bn until May 2012

<table>
<thead>
<tr>
<th></th>
<th>end 2008</th>
<th>end 2007</th>
<th>covenant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage ratio</td>
<td>0.64</td>
<td>0.67</td>
<td>&lt; 2.5</td>
</tr>
<tr>
<td>(net debt / OMDA)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest cover ratio</td>
<td>9.3</td>
<td>9.5</td>
<td>&gt; 4</td>
</tr>
<tr>
<td>(operating margin /</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>net cost of financial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>debt)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Atos Origin financing structure well suited for the years to come
Agenda

» 1. FY’08 Results

» 2. Conclusions on FY’08 performance

» 3. Changing Atos Origin

» 4. Outlook and Objectives
A group with key strengths

» Strong customer relationships with a strong base of recurring revenue
  » Atos Worldline
  » Renewal of multiple multi-year outsourcing contracts
  » Strong Application Management Capabilities

» A strong backlog and quality pipe

» Dedicated management and staff

» A solid European footprint

» Real distinctive solutions and expertise areas, allowing repeat business
  » Payments
  » Telecom NGIN
  » Nuclear Plant Control
  » SAP services

» The ability to deliver end-to-end services: Design, Build & Run
With nevertheless strong improvement areas

» Silo based and poorly integrated group

» Limited pooling of global resources

» Insufficient global delivery & offshore

» Room for progress in our ability to execute global improvement programs

» Large innovation skills but too spread throughout the company
Changing Atos Origin to reach new level of ambition

I. Adapt the Group governance
   - A new Board of Directors with a Chairman & CEO

II. Transform the company into a globally integrated group
   - A new organization

III. Focus on improving operational performance
   - Launch of the Total Operational Performance (TOP) program

IV. Mobilize innovation resources for the benefit of our clients
   - Definition of a new strategic vision for the Group
Agenda

» 1. FY’08 Results

» 2. Conclusions on FY’08 performance

» 3. Changing Atos Origin

» 4. Outlook and Objectives
New group governance

» Shareholders strongly supported transformation to Board of Directors

» All proposed candidates elected as Directors by shareholders
  » René Abate  » Thierry Breton  » Pasquale Pistorio
  » Behdad Alizadeh  » Dominique Mégret  » Vernon Sankey
  » Nicolas Bazire  » Bertrand Meunier  » Jean-Philippe Thierry
  » Jean-Paul Béchat  » Michel Paris

» Chairman and CEO nominated at Board meeting on Feb. 10th

» Faster implementation of proposed transformations

» Gives reactivity to adapt to new challenges
Key objectives of the new organization

- New organization to leverage on scale and synergies for a profitable growth
- Fully integrated Atos Origin
- Industrialize our global and local delivery capabilities
- Boost our innovation potential
- Implement a global Markets and Clients dimension
- Move to an integrated operating model

New organization to leverage on scale and synergies for a profitable growth
Atos Origin’s current operational model
Starting to work together
Atos Origin’s new operational model
A fully integrated company leveraging on its scale and strengths
10 key organization decisions

- Implement a global Markets and Clients dimension
- Industrialize our global and local delivery capabilities
- Boost our innovation potential
- Move to an integrated operating model

Fully integrated Atos Origin

New organization to leverage on scale and synergies for a profitable growth
10 key organization decisions

1. Creation of a strong **Global Sales & Markets division** to coordinate all Atos Origin sales force
2. **Global management** at Group level of **Strategic International Clients**
3. Systematic **central coordination of multi-countries deals**
10 key organization decisions

4. Creation of **Global Consulting**, a Service Line dedicated to integrate and develop the Consulting business

5. Creation of **Global SAP Service Line**

6. Reinforcement of **Global Service Lines internal authority** and expansion of the **scope of Global Factories**
10 key organization decisions

- Industrialize our global and local delivery capabilities
- Boost our innovation potential
- Move to an integrated operating model
- Implement a global Markets and Clients dimension
- Fully integrated Atos Origin

7. Creation of a **Global Innovation and Business Development function**, which includes M&A team
8. Implementation of a **methodic and business oriented approach of innovation** in all entities
10 key organization decisions

9. Implementation of a **solid line report** between entities support functions and Group functions (HR, Finance, Legal…)

10. **Group collective performance** will be a key element for Top 400 managers **incentive scheme**
TOP: Total Operation Performance through four strong levers

1. Leveraging the **Integrated Global Atos Origin** concept to better serve our customers and generate synergies through simplification and standardization across the organization

2. Developing “**Lean management**” to close the productivity gap and to generate permanent efficiency progress

3. Implementing **sustainability** initiatives focusing toward people development and protecting the environment

4. Closing the gaps with **industry benchmark operational performance**

20 projects across the company to support this ambition
Program structured in 20 transversal projects…

Top management
C. Dehelly

PMO

<table>
<thead>
<tr>
<th>SI</th>
<th>MO</th>
<th>Purch</th>
<th>Sales</th>
<th>Supp. Fns</th>
<th>All</th>
</tr>
</thead>
</table>
#### Acting on operational levers - Examples

<table>
<thead>
<tr>
<th>TOP project</th>
<th>Driver</th>
<th>From (today)</th>
<th>To benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>C&amp;SI</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T1</td>
<td>» Offshoring ratio in SI</td>
<td>12.5%</td>
<td>25%+</td>
</tr>
<tr>
<td>T2</td>
<td>» Utilization rate</td>
<td>~63%</td>
<td>70%+</td>
</tr>
<tr>
<td>MO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T4</td>
<td>» Agent utilization in helpdesk</td>
<td>~55%</td>
<td>65%+</td>
</tr>
<tr>
<td>T5</td>
<td>» Self resolution usage</td>
<td>&lt;5%</td>
<td>20%+</td>
</tr>
<tr>
<td>Purchasing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T9</td>
<td>» M² per employee</td>
<td>~15</td>
<td>~9</td>
</tr>
<tr>
<td>Support functions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T12</td>
<td>» HR / total staff</td>
<td>1.5%</td>
<td>1.2 %</td>
</tr>
<tr>
<td>T13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TOP scope

2008 Actuals, € millions

1. Sales
2. Direct personnel costs
3. Indirect personnel costs
4. Non personnel expenses
5. Cash

Non personnel expenses
Subcontracting
Internal staff
OMDA

Restruct.
Capex
WC
Key messages TOP

\[ TOP = (3o3 + \text{new Levers} + \text{more Ambition}) \times \text{Speed} \]

A program made of 20 transversal work streams focused on operational performance to increase operating margin by exceeding gains promised to customers.

A detailed program activating untouched levers at Atos Origin across the whole cost base as well as focusing on speed of implementation.

A monitoring scheme to avoid any drift because speed of execution is the key to Operating Margin increase.
A vision built on our environment

Analysis of our environment

- Economical
- Technological
- Societal

Vision for Atos Origin

- Reactivity vs. the Crisis
- Business mix
- Business development axis
Analysis of the Crisis

**Macro-economic standpoint**

- Will be long & tough
- Will shape a new economic order in numerous domains

- New balance of powers between geographies – US / Europe / Asia
- New regulations & new economic models for identified business sectors – Banking & Finance
- New consolidation momentum due to weakened and leveraged financial situations
- Major "New Deals" in economic policies based on large public investment plans
- Obvious push towards sustainable development projects – Green Business
Atos Origin's response to the Crisis:
a short term, very reactive management

» Adaptation of the group's governance
  » Change of corporate governance model and by-laws
  » More appropriate compensation rules

» Launch of the TOP program – Execution speed

» Alignment of management tools & incentives to shorter reaction cycles
  » Budget, Measurement and Compensation tools adapted to half-year periodicity:
    1 year in Atos = 6 months
  » Increased flexibility to provide stronger managerial reactivity

» Strong focus on increasing skills and competencies of our resource base
  » Managing towards selective attrition
  » Active re-skilling programs & investing in our competencies
  » Ambitious profit sharing schemes for our employees

Atos Origin has adapted to the Crisis:
1 Atos Year = 6 months
Technology & Societal Evolution
A disruption in information technologies

Computing / Storage

» Moore's Law is now reaching a plateau

» New computing architectures are now required
   » Parallel / Grid computing
   » Capital intensive mega data centers

► Corporations will rethink the way they look at their infrastructure

From IT infrastructures as corporate assets …
… to mega-IT infrastructure utilities
A disruption in information technologies (2)

**Networks**

- Strong communication infrastructure
- High and cheap bandwidth
- Mobile
  - Ubiquity
- Key enabler for
  - Cloud computing
  - SaaS infrastructures

From **systems** integration ...  
... To **services** integration industry
From a B2C vision … to a C2B reality

From

» Corporations delivering technology innovation to their customers, employees and to the citizens

To

» Higher IT equipment of individuals than within corporate environment
» PC performance, network bandwidth, 3G & Mobile networking
» IT innovations more and more delivered first to consumers
From CRM to Customer Community Relationship Management
Atos Origin to align its Services with major IT trends

**Managed Services**
Leverage current strengths and positioning to grasp
- Cloud Computing
- SaaS opportunities

**Consulting**
Reinforce
- to assist customers for new community IT services based
- to provide business expertise for Service Integration offerings

**Systems Integration**
Push value-added through differentiation, innovation and expertise
- Focus market sector specificity (Telecoms, Health, Energy & Utilities, Public, Finance, Retail)
- Invest in technology expertise

The benefits of an integrated and global Company
Atos Worldline to play a key role for the Group's business development

**Payments**
- Leading European payment processor
- Strong position in France, Belgium & Germany
- Payment solution provider to banks & retail
- From e-payment to central payment platforms

**Transactional e-Services**
- Transaction based business models
- Mailbox hosting
- Speed Radars
- Health Records
- Ticketing
- e-invoicing
- …

**CRM**
- Multi-channel interactions
- Multi-device services
- Loyalty cards
- Multi-brand loyalty programs

Analyst Day focused on Atos Worldline: June 12 or 19
Despite short term conditions, a structurally favorable environment to sustain the development of Atos Origin

» Economic environment:  
  Increased customer opportunities for our activities

» Technological evolutions:  
  Customers to shift to actors well positioned on recurring services

» Societal transformation:  
  Shift towards community and transactional services
Vision for Atos Origin

Environment

- Crisis
  - Low visibility
  - Price pressure
  - Consolidation
  - Outsourcing
  - New business models

- Technology
  - IT infrastructure utilities
  - Ubiquity
  - Service Integration

- Society
  - From B2C to C2B
  - Community Management

Atos Origin’s Response

- Reactivity
  - Management Reactivity
  - Half-Year Cycles
  - Execution / TOP
  - Focus on HR / skills / talents

Vision for Atos Origin

- Business Mix
  - MS: Cloud & Utility
  - SI: Expertise & Differentiation

- Business Development
  - Consulting: Business & Innovation
  - Payments
  - Transactional e-services
  - Community Management
Agenda

» 1. FY’08 Results

» 2. Conclusions on FY’08 performance

» 3. Changing Atos Origin

» 4. Outlook and Objectives
Backlog coverage on 2009 revenue

Full Backlog growth in 2008: -3%
of which backlog growth for 2009: +2%

2009 revenue coverage as of Dec 08
- Backlog: 58%
- Pipe: 17%
- To find: 25%

2008 revenue coverage as of Dec 07
- Backlog: 55%
- Pipe: 16%
- To find: 29%

2009 starts with a higher backlog coverage
Planned evolution of group resources for 2009

<table>
<thead>
<tr>
<th>(FTE)</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect</td>
<td>3,800</td>
<td>2,800</td>
</tr>
<tr>
<td>Direct Onshore &amp; Closeshore</td>
<td>36,900</td>
<td>39,700</td>
</tr>
<tr>
<td>Offshore &amp; Nearshore</td>
<td>5,400</td>
<td>4,500</td>
</tr>
</tbody>
</table>

-4%  -7%  -26%  +22%

3,800  2,800  2008  2009
Objectives for 2009

» **Revenue**: slight decrease compared to 2008 at same scope and exchange rate

» **Operating margin**: ambition to improve by +50 to +100 basis points compared to 2008

» **Cash generation**: objective of a positive free cash flow
Atos Origin Full Year 2008 Results

February 18th, 2009