Atos Origin™

CONSULTING > SOLUTIONS > OUTSOURCING

Atos Origin Full Year 2009 Results

February 17th, 2010

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Disclaimers

- This presentation contains further forward-looking statements that involve risks and uncertainties concerning the Group's expected growth and profitability for 2008. 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
- The update of the 2008 Reference Document has been filed to the AMF on 31 July 2009 under the registration D.09-0251-A01. The second update of the 2008 Reference Document has been filed to the AMF on 21 October 2009 under the registration D.09-0251-A02.
- All definitions used in this document are in the last Annual Report on the Atos Origin website
- Operating margins by Group Business Unit and by Service Line exclude Corporate central costs
- New segmentation presented by Group Business Units following the first application of IFRS 8
- Group Business Units include **France** (France and French subsidiary in Morocco), **United Kingdom**, **Benelux** (The Netherlands, Belgium and Luxembourg), **Atos Worldline** (French, German and Belgium subsidiaries), **GCEMA** (Germany Central Europe with Austria, Poland, and Mediterranean countries and Africa which include South Africa, Greece, Turkey and Switzerland), **Iberia / South America** (Spain, Portugal, Argentina, Brazil and Columbia), and **Rest of the World** (Asia Pacific including China, Hong Kong, Singapore, Malaysia, Indonesia, Taiwan, Japan as well as North America, India, Major Events and Middle East with Dubai)

Agenda

» 1. FY’ 2009 Highlights

» 2. FY’ 2009 Results

» 3. Reinventing Atos Origin

» 4. Objectives for 2010

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» 1. FY' 2009 Highlights

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2009: We reached our commitments

» **Operating margin**: ambition to improve by +50 to +100 basis points compared to 2008 i.e. 5.3% - 5.8%

✓ Achievement: **5.7%** with 4.6% in H1 and 6.8% in H2

» **Cash generation:** objective of a positive free cash flow

✓ Achievement: Net debt reduction by **EUR 165 M**, with Operational Free Cash Flow of EUR 117 M

» **Revenue:** slight organic decrease compared to 2008

✓ Achievement: **-3.7%**

2009 Highlights : Reinventing Atos Origin

- **Implementation of the TOP Program as planned**
  - Significant improvement of our operational performance
  - New TOP programs added (sales, Well Being at Work)
  - Achievement of offshore objectives
  - Deployment of Lean management
- **Solid commercial activity**
  - Reorganization of sales forces dedicated to key markets (Global Atos Market Alignment - GAMA)
  - Start of the TOP Sales initiatives
- **Successful launch of Atos Worldline integration within the rest of the Group**
  - Roll out HTTS initiatives in the main geographies of the Group
  - In H2 2009, full set up of organization, staffing, processes and targets
- **Accelerating innovation: anticipating the “after the crisis” IT market**
  - New packaged offers developed with AO’s Scientific Community every three months
- **Priority on Human Resources**
  - Maintain and reinforce skills, develop employability

Solid commercial activity

» Total order entry of EUR 5 148 million representing a book to bill ratio at 100% as in 2008

» Full backlog at EUR 6.8 billion, representing 1.3 year of revenue after EUR 0.4 billion of cancellation for Arcandor

» Full qualified pipeline at EUR 3.0 billion, increased by +14% or EUR +400 million vs. December 2008

» Backlog coverage of 2010 revenue at 56%

Book to bill	Total Group	Consulting	Systems Integration	Managed Services	HTTS
FY 2009	100%	93%	96%	105%	119%
FY 2008	100%	98%	98%	113%	90%

Some customers' contracts won in Q4 2009

» In France

Customers	Service Line	Deals
Renault	SI	Renewal and extension of new developments and maintenance
Major Bank	MS	24/7 server monitoring on infrastructure services for the bank
Major Public deal	MS	Management of all the desktop and mail engineering services
Sephora	MS	Infrastructure Outsourcing renewal

» In The Netherlands

Customers	Service Line	Deals
Stichting	MS	First outsourcing generation for a Dutch pension fund
Public company	MS	Renewal workplace contract
Major Energy company	MS	Outsourcing workplace server & network management
Major transport company	MS	Management of critical IT infrastructure

Some customers' contracts won in Q4 2009

» In the UK

Customers	Service Line	Deals
Skills Development Scotland	SI / MS	Application management for enterprise content management systems
Capita Life & Pensions	SI/MS/HTTS	Application support and development
Brakes	MS	10 years outsourcing with virtualisation and cloud computing
Department for Work & Pensions	HTTS	Secure on-line payments services for Government

» In Atos Worldline

Customers	Service Line	Deals
GIP eBourgogne	HTTS	Administration platform for Regional Authorities
Numéricable	HTTS	Interactive Voice Response
SNCF	HTTS	Interactive Voice Response

» Other countries

Customers	Service Line	Deals
European Institution	SI - Belgium	Management of information system around design, testing, support
Public organization	MS - Spain	Outsourcing of information systems
Lee County Government	MS - USA	IT Outsourcing for infrastructure and desktop
Baker Hugues	MS - USA	Developments for Hyperion systems and Business Warehouse
Novus International	SI - USA	SAP Project Extension

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» 1. FY' 2009 Highlights

» 2. FY'09 Results

  » Operational Performance

  » Financial results

» 3. Reinventing Atos Origin

» 4. Objectives for 2010

2009 Financial Highlights

» Financial performance

- » Revenue at EUR 5,127 M with an organic decrease at -3.7%
- » 71% of total revenue is recurring business, 94% European basis, 77% covered by 4 main sectors
- » Operating margin at EUR 290 M (5.7% of revenue), representing an increase of +13% at same scope and exchange rates compared to 2008
- » Net income Group share at EUR 32 M and adjusted net income at EUR 196 M up by +9% vs 2008
- » Strong reduction of net debt at EUR 139 M compared to EUR 304 M in 2008

» Arcandor impact on financial statements

- » EUR 14 M impact in Operating Margin
- » EUR 30 M for staff restructuring, EUR 22 M for rationalisation and EUR 31 M of goodwill depreciation

» Reorganisation and rationalisation (excluding Arcandor)

- » EUR 111 M of staff restructuring costs as part of the Group transformation
- » EUR 79 M of rationalisation costs including EUR 36 M related to the Paris area offices

» Convertible bonds

- » Issuance in October 2009 of a convertible bond for EUR 250 M
- » EUR 48 M recognized as equity as a value for the option of conversion

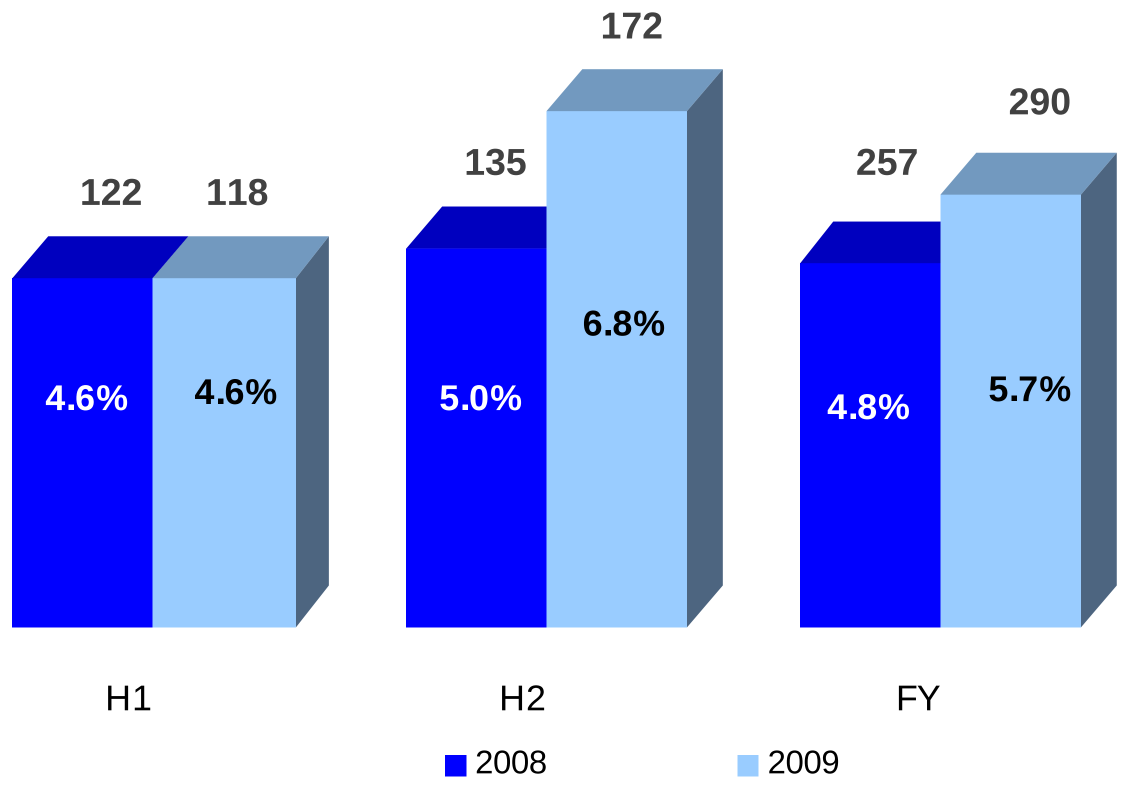
» Pensions

- » In The Netherlands, higher value of assets in the portfolio led to a release of EUR 39 M accrued in 2008 in Operating Income

Revenue organic change at -3.7%

In € Million	*FY 2009*	*FY 2008*	Δ%
Revenue	**5,127**	**5,623**	-8.8%
Italy		(20)	
AEMS Exchange		(125)	
Other disposals		(54)	
Exchange rates impact		(101)	
Revenue at constant scope and exchange rates	**5,127**	**5,324**	-3.7%

Operating Margin evolution



NB: all figures based at 2009 scope and exchange rates (M€)

» **Full year 2009 OM% up by +84 pts compared to 2008**

» **In 2009, full effect of TOP Program in H2**

2009 Performance by service line

In EUR Million	Revenue FY 2009	Revenue FY 2008	Revenue % organic growth	Operating Margin FY 2009	Operating Margin FY 2008	Operating Margin % FY 2009	Operating Margin % FY 2008
Managed Services	1,953	1,870	*+4.4%*	106.8	97.2	5.5%	5.2%
Systems Integration	1,894	2,133	*-11.2%*	94.8	87.7	5.0%	4.1%
High Tech Transactional Services	879	849	*+3.5%*	135.6	126.1	15.4%	14.9%
Consulting	248	325	*-23.7%*	3.2	15.6	1.3%	4.8%
Medical BPO	153	148	*+3.5%*	19.6	12.6	12.8%	8.5%
Corporate Central costs (*)				-70.1	-82.8	-1.4%	-1.6%
Total at constant scope and exchange rates	**5,127**	**5,324**	***-3.7%***	**290.0**	**256.5**	**5.7%**	**4.8%**
Italy		20			-1.1		
AEMS Exchange		125			7.0		
Other disposals		54			-3.6		
Impact from exchange rates		101			7.7		
Total Group	**5,127**	**5,623**		**290.0**	**266.4**	**5.7%**	**4.7%**

Organic growth: at constant scope and exchange rates

(*) Corporate costs exclude Global Service lines costs allocated to the Service lines

» **Cyclical activities CO & SI at –12.8%**

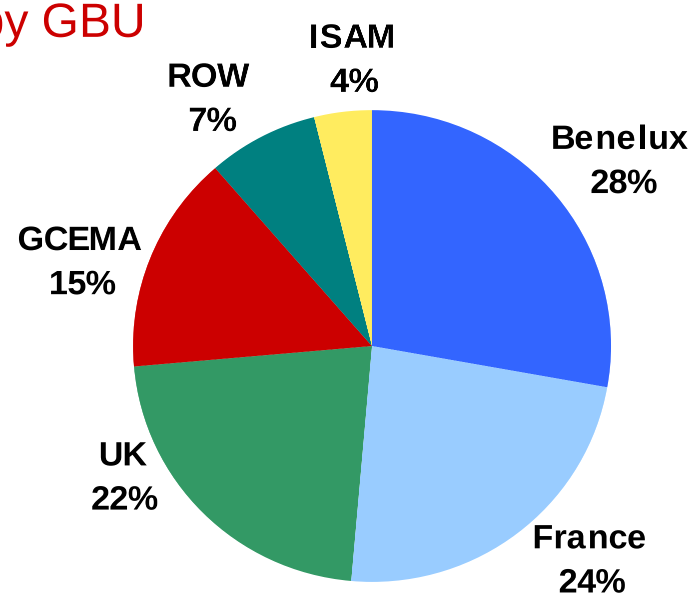
» **Managed Services +4.4%** and **HTTS +3.5%**

Managed Services

In € Million	*2009*	*2008 proforma*	*% Organic (*)*
Revenue	1,953	1,870	+4.4%
Operating margin	106.8	97.2	+9.9%
Operating margin rate	5.5%	5.2%	+0.3 pt
Headcount at closing (Dec)	16,411	16,610	-1.2%

(*) At 2009 scope and exchange rates

» Revenue breakdown by GBU

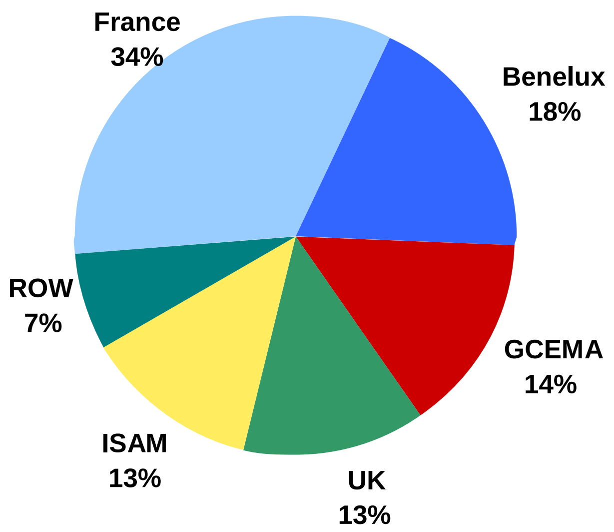


Systems Integration

In € Million	*2009*	*2008 proforma*	*% Organic (*)*
Revenue	1,894	2,133	-11.2%
Operating margin	94.8	87.7	+8.0%
Operating margin rate	5.0%	4.1%	+0.9 pt
Headcount at closing (Dec)	23,033	24,402	-5.6%

(*) At 2009 scope and exchange rates

» Revenue breakdown by GBU



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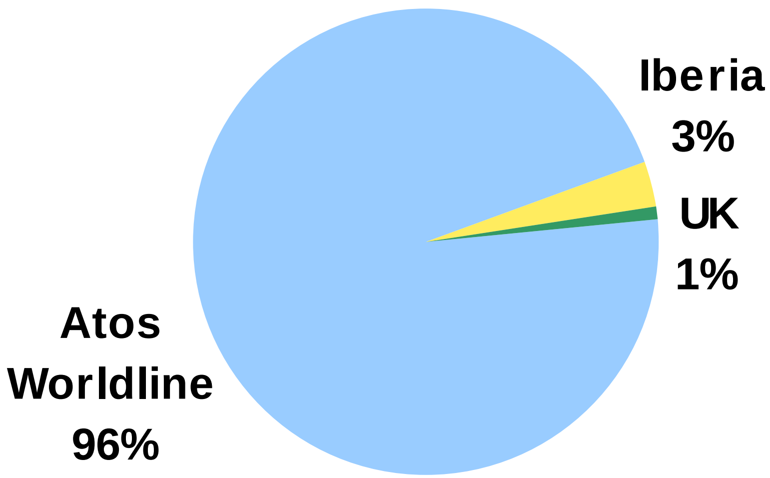
High Tech Transactional Services

In € Million	*2009*	*2008 proforma*	*% Organic (*)*
Revenue	879	849	+3.5%
Operating margin	135.6	126.1	+7.5%
Operating margin rate	15.4%	14.9%	+0.6 pt
Headcount at closing (Dec)	5,261	5,325	-1.2%

(*) At 2009 scope and exchange rates

» Revenue breakdown by GBU

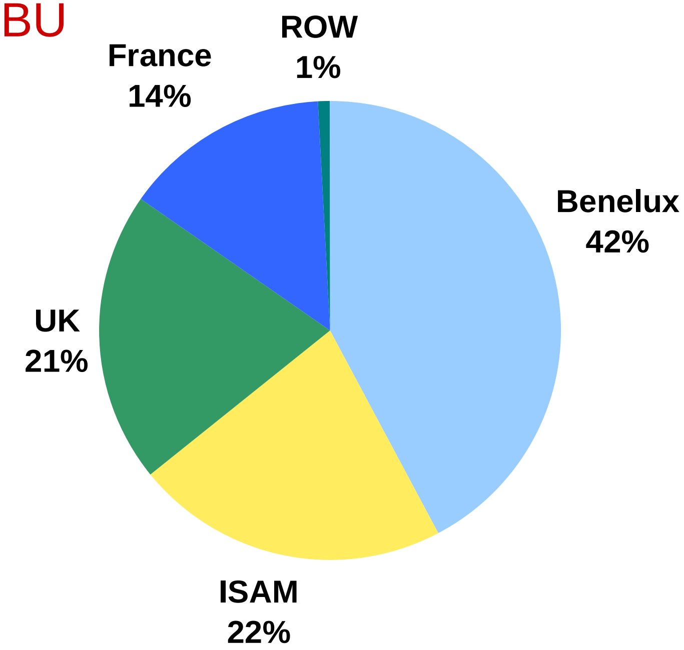


Consulting

In € Million	*2009*	*2008*	*% Organic (*)*
Revenue	248	325	-23.7%
Operating margin	3.2	15.6	-79.6%
Operating margin rate	1.3%	4.8%	-3.5 pt
Headcount at closing (Dec)	2,087	2,667	-21.7%

(*) At 2009 scope and exchange rates

» Revenue breakdown by GBU



Medical BPO

In € Million	*2009*	*2008 proforma*	*% Organic (*)*
Revenue	153	148	+3.5%
Operating margin	19.6	12.6	+55.2%
Operating margin rate	12.8%	8.5%	+4.3 pt
Headcount at closing (Dec)	1,880	1,680	+11.9%

(*) At 2009 scope and exchange rates

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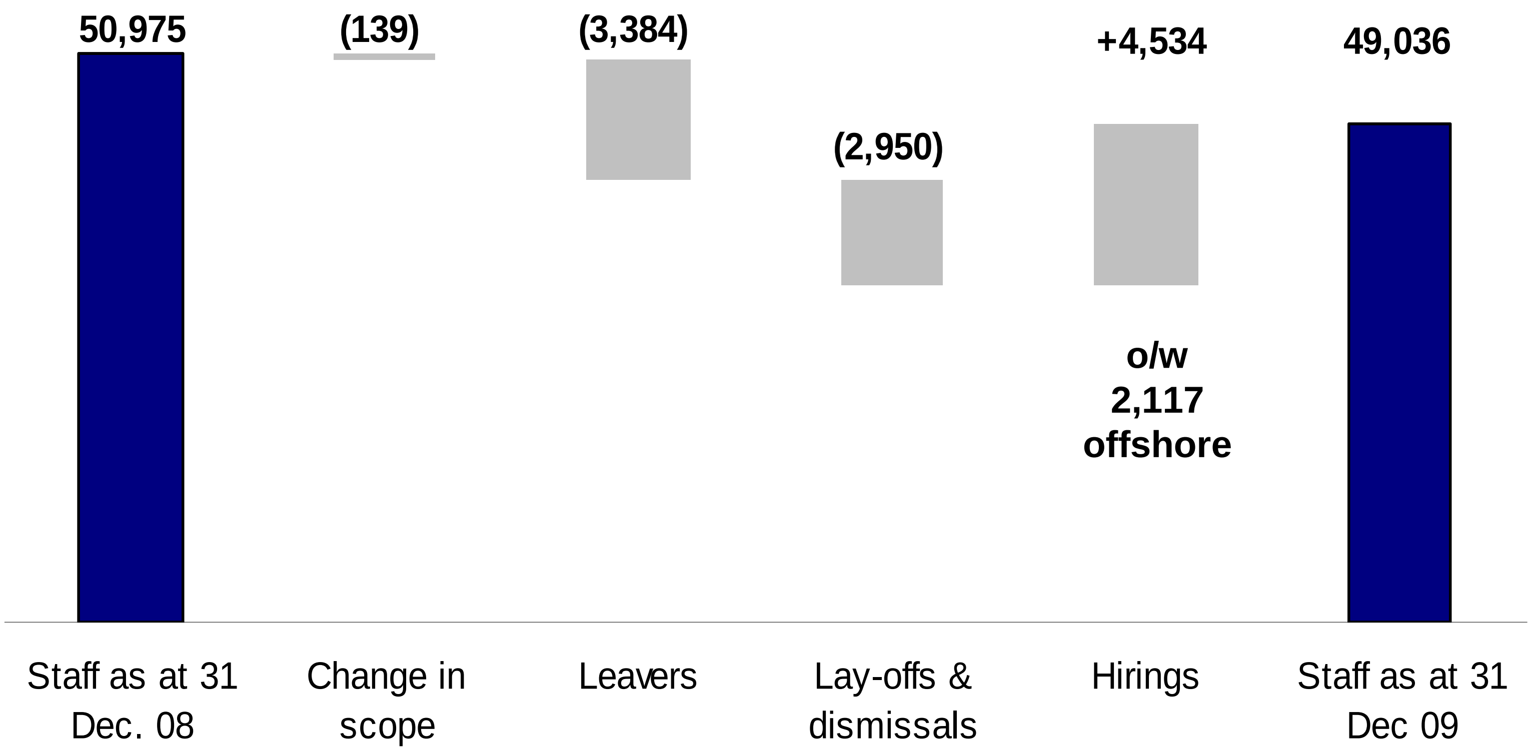
2009 performance by Group Business Unit

In MEUR	Revenue			Operating Margin		Oper. Margin %	
	FY 2009	FY 2008	% organic growth (*)	**FY 2009**	FY 2008	**FY 2009**	FY 2008
France	**1,136**	1,171	*-3.0%*	**44.7**	25.4	**3.9%**	2.2%
Benelux	**997**	1,154	*-13.6%*	**84.2**	94.3	**8.4%**	8.2%
United Kingdom	**902**	840	*+7.4%*	**82.1**	61.3	**9.1%**	7.3%
Atos Worldline	**844**	814	*+3.7%*	**133.2**	123.3	**15.8%**	15.2%
Germany Central Europe / EMA	**567**	608	*-6.7%*	**21.7**	30.6	**3.8%**	5.0%
Iberia / South America	**403**	449	*-10.1%*	**2.5**	17.1	**0.6%**	3.8%
Rest of the world	**278**	290	*-4.0%*	**18.1**	11.2	**6.5%**	3.9%
Global Service Lines costs				**-26.5**	-24.1	**-0.5%**	-0.5%
Corporate central				**-70.1**	-82.8	**-1.4%**	-1.6%
Total at constant scope and exchange rates	**5,127**	**5,324**	***-3.7%***	**290.0**	**256.5**	**5.7%**	**4.8%**

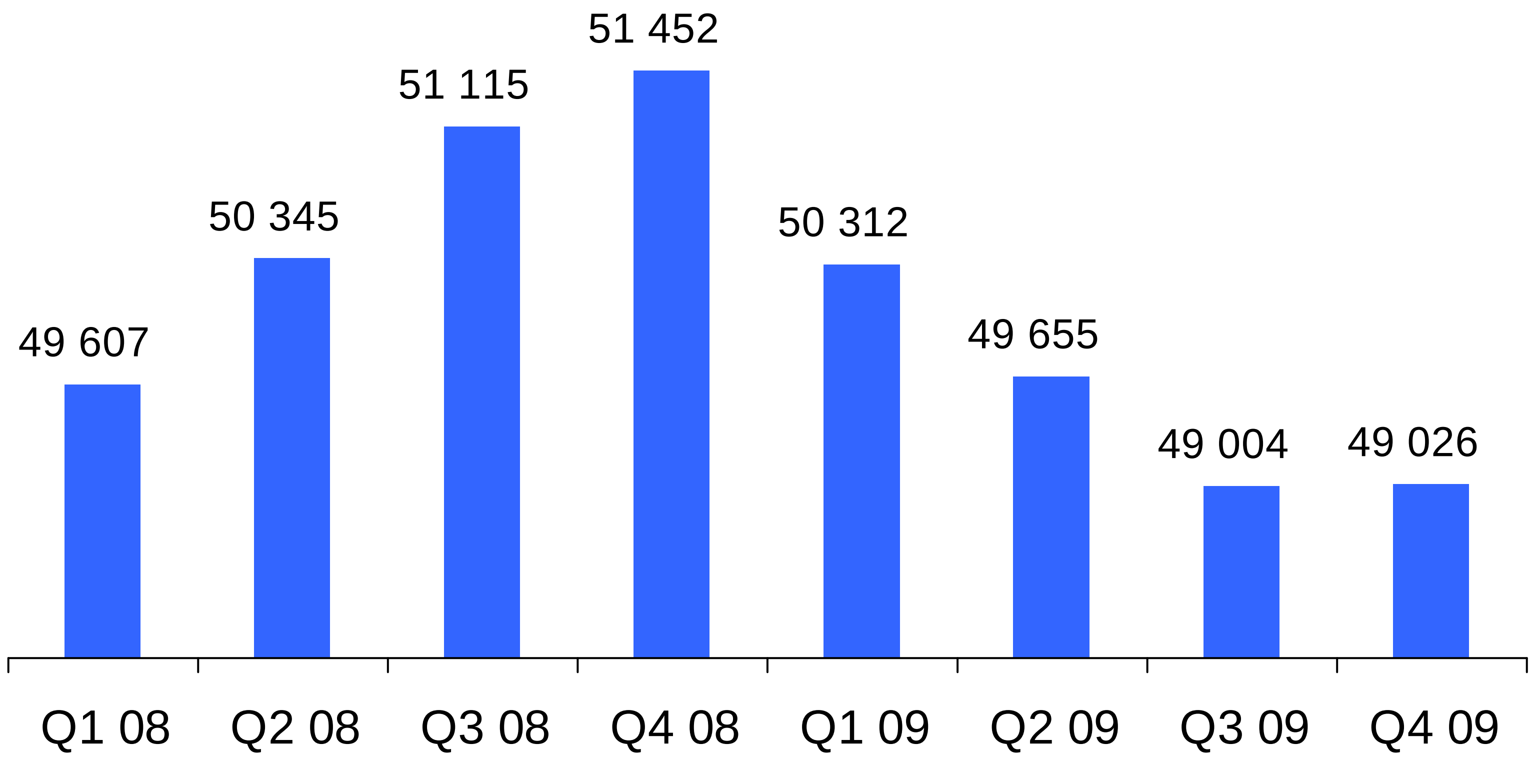
(*) Organic growth: at constant scope and exchange rates

Headcount evolution

- Total staff net decrease of 1,900 in 2009 while paying strong attention to maintain employability and key competencies
- Hiring: total of +4,500 new engineers in 2009 ; with almost half in offshore countries
- Lay-offs and dismissals at almost 3,000
- Staff attrition significantly decreased from 13.3% in 2008 to 7.0% in 2009



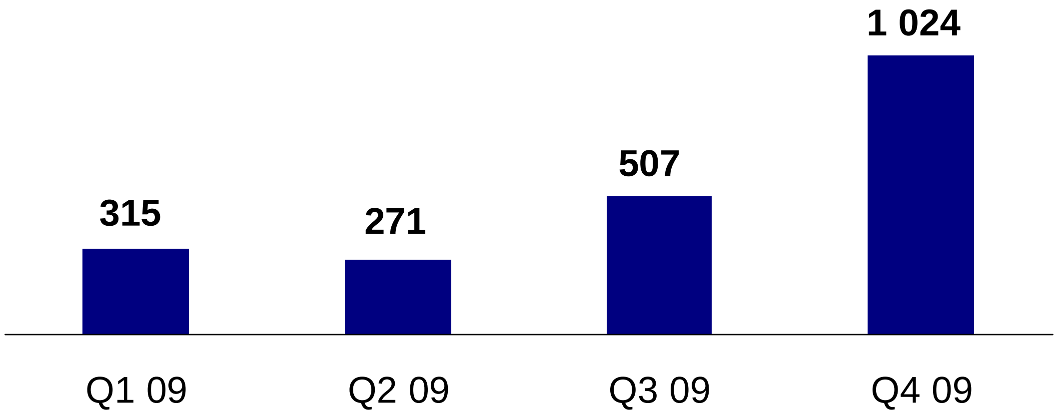
Headcount evolution per quarter



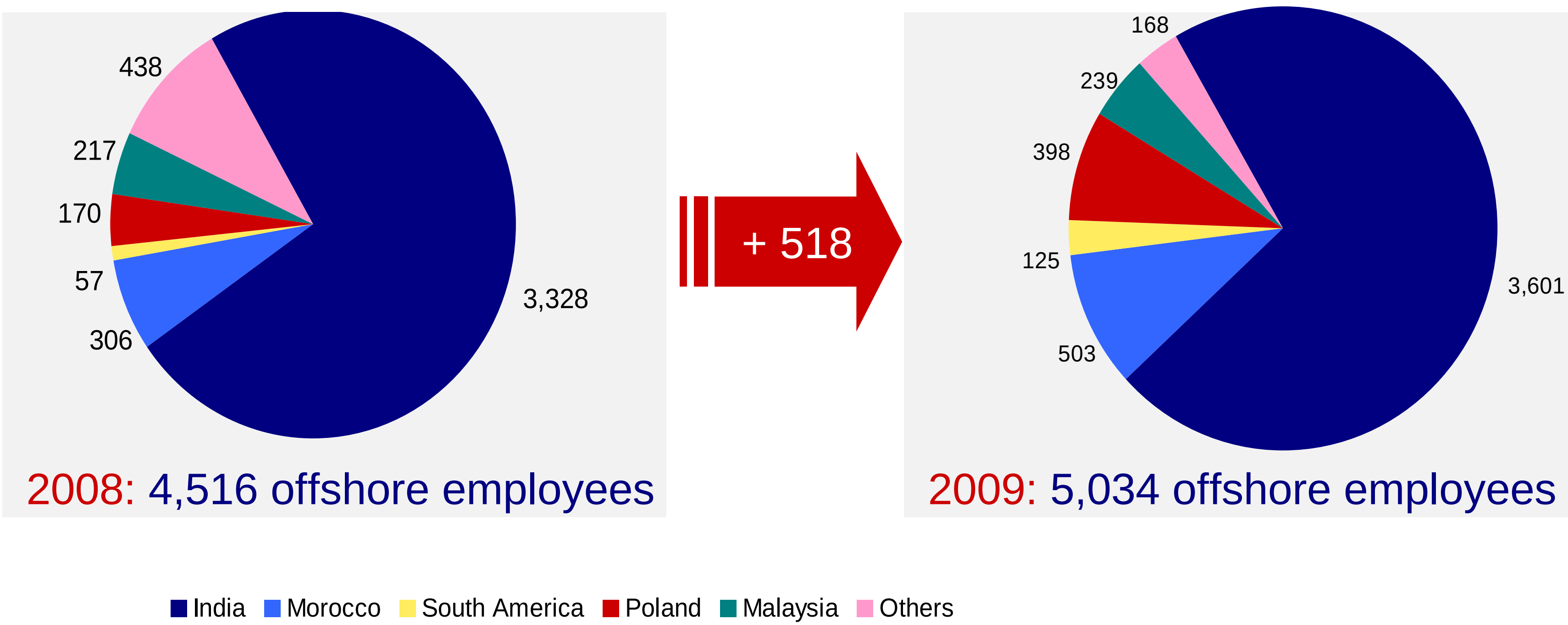
➢ **Constant decrease of number of average headcount in 2009**

Offshore staff raise in 2009

»Acceleration of recruitments on the second Half:



»More than 70% of our offshore staff is located in India



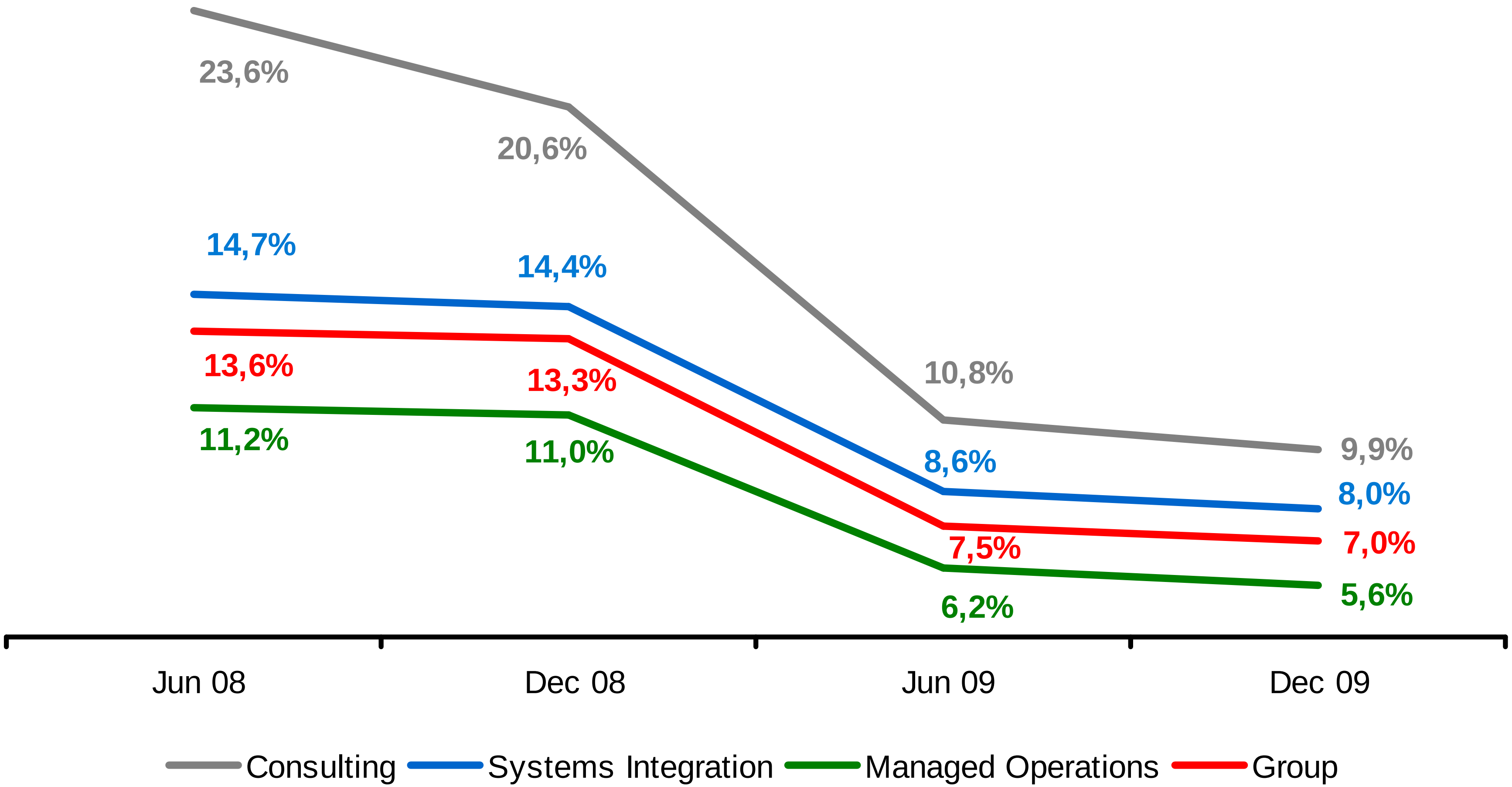
Staff by Group Business Unit

(in units)	*Closing Dec 2009*	*Closing Dec 2008*	*Change since opening*	
France	12,401	12,737	(336)	-2.6%
Benelux	7,750	9,038	(1288)	-14.3%
United Kingdom	6,269	6,313	(44)	-0.7%
Atos Worldline	4,804	4,847	(43)	-0.9%
Germany Central Europe & EMA	3,746	3,838	(92)	-2.4%
Iberia / South America	7,432	8,298	(866)	-10.4%
Rest of the World	6,270	5,613	+657	+11.7%
Corporate	214	234	(20)	-8.5%
Finance Share Service Center (Poland)	150	57	+93	+163.2%
Total Group	**49,036**	**50,975**	**(1,939)**	**-3.8%**

- **Strong decrease in The Netherlands and in Spain**
- **Restructuring focused on Consulting and System Integration (time & materials)**

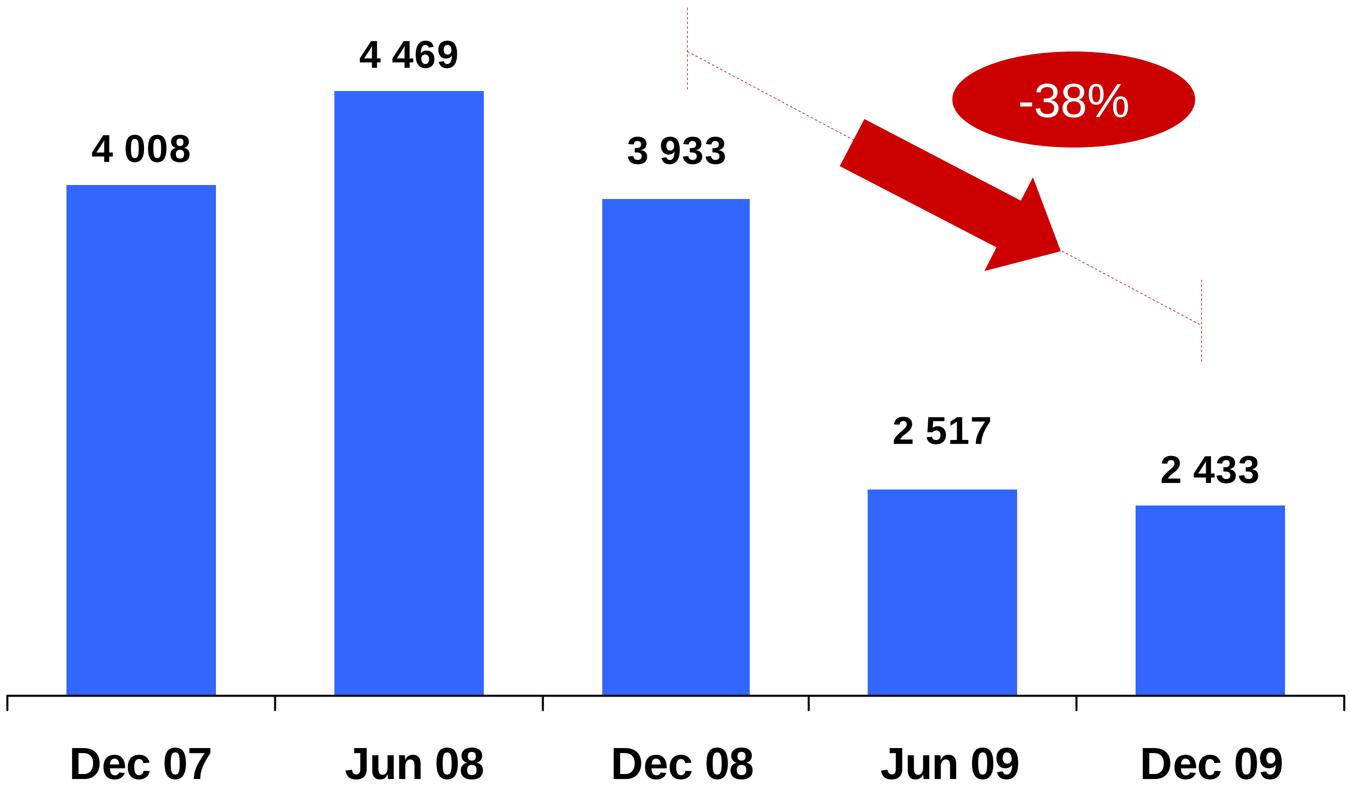
Attrition rate by Service line

» All service lines reduced attrition in 2009 : Consulting is down by -11 pts, Systems Integration by -6 pts, Managed Operations -5 pts.



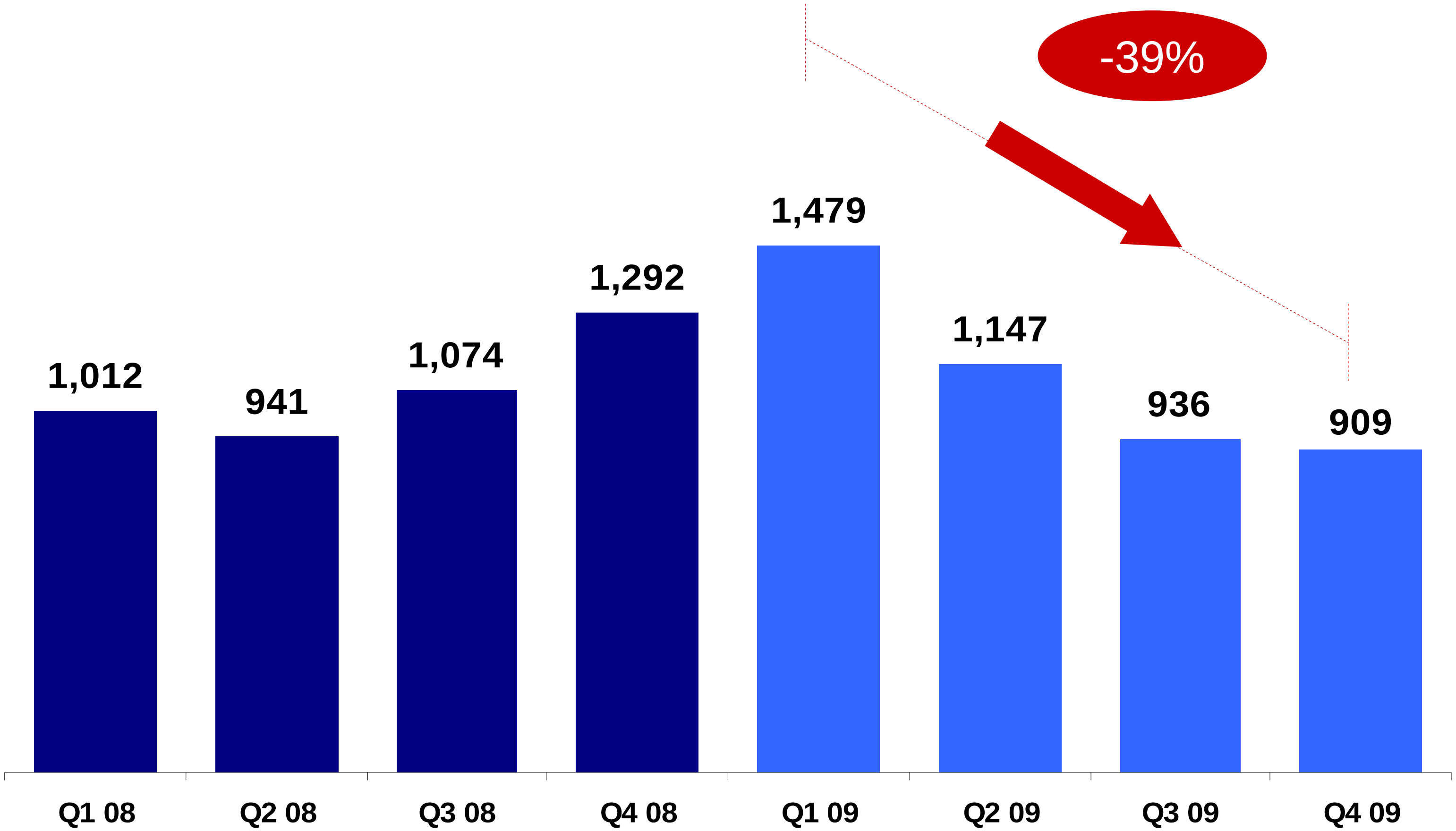
Subcontractors: a significant reduction since end 2008

» Since December 2008, number of subcontractors constantly decreased through the year down by 1,500



Evolution of quarterly average bench

» Bench strongly reduced by 39% since January 2009 from almost 1,500 to 900 staff



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Arcandor situation and impact on 2009 Group accounts

Key dates	Arcandor bankruptcy chronology	Atos Origin management actions	Financial statement impact *(in million euros)*
June 2009	Insolvency filed for Primondo Quelle, Karstadt and Itellium	➢ Conclude agreement with administrator granting AO a payment every 3 days for going forward services	✓(14 M) for bad debt
October 2009	Primondo Quelle declared in liquidation	➢ Launch of the restructuring plan encompassing 300 FTE in Germany	✓(30 M) of restructuring in Operating Income
November 2009	Launch of the Kardstadt disposal process to be conducted in H1 2010	➢ New contract agreed with administrator on Karstadt representing 80M€ of TCV for the next 3 years	Not included in Backlog
December 2009	-	➢ Conservative approach taken in budget 2010, based on available information	✓(22 M): asset write off ✓(31 M): goodwill depreciation

➔ A total impact of EUR -97 M in Operating Income and EUR -76 M In Net Income

Statutory Income statement

In € Million	*FY 2009 excl. Arcandor bankruptcy*	*Arcandor Bankruptcy*	*FY 2009*	*FY 2008*
Operating Margin	**304**	**(14)**	**290**	**266**
Restructuring	(111)	(30)	(141)	(98)
Rationalization	(43)	(7)	(50)	(5)
Paris offices rationalisation	(36)		(36)	
Assets Write Off		(15)	(15)	
Goodwill impairment		(31)	(31)	(233)
Pensions	40		40	17
Capital Gain on Assets				143
Other non recurring items	13		13	10
Total non-recurring	**(137)**	**(83)**	**(220)**	**(166)**
% revenue	*-2.7%*		*1.4%*	*-2.9%*
Net financial expenses	(24)		(24)	(23)
Income tax expenses	(31)	21	(9)	(48)
Minority interests	(4)		(4)	(7)
Net income Group Share	**108**	**(76)**	**32**	**23**

New headquarters in Bezons

Quai Voltaire in Bezons

6 kms from La Défense

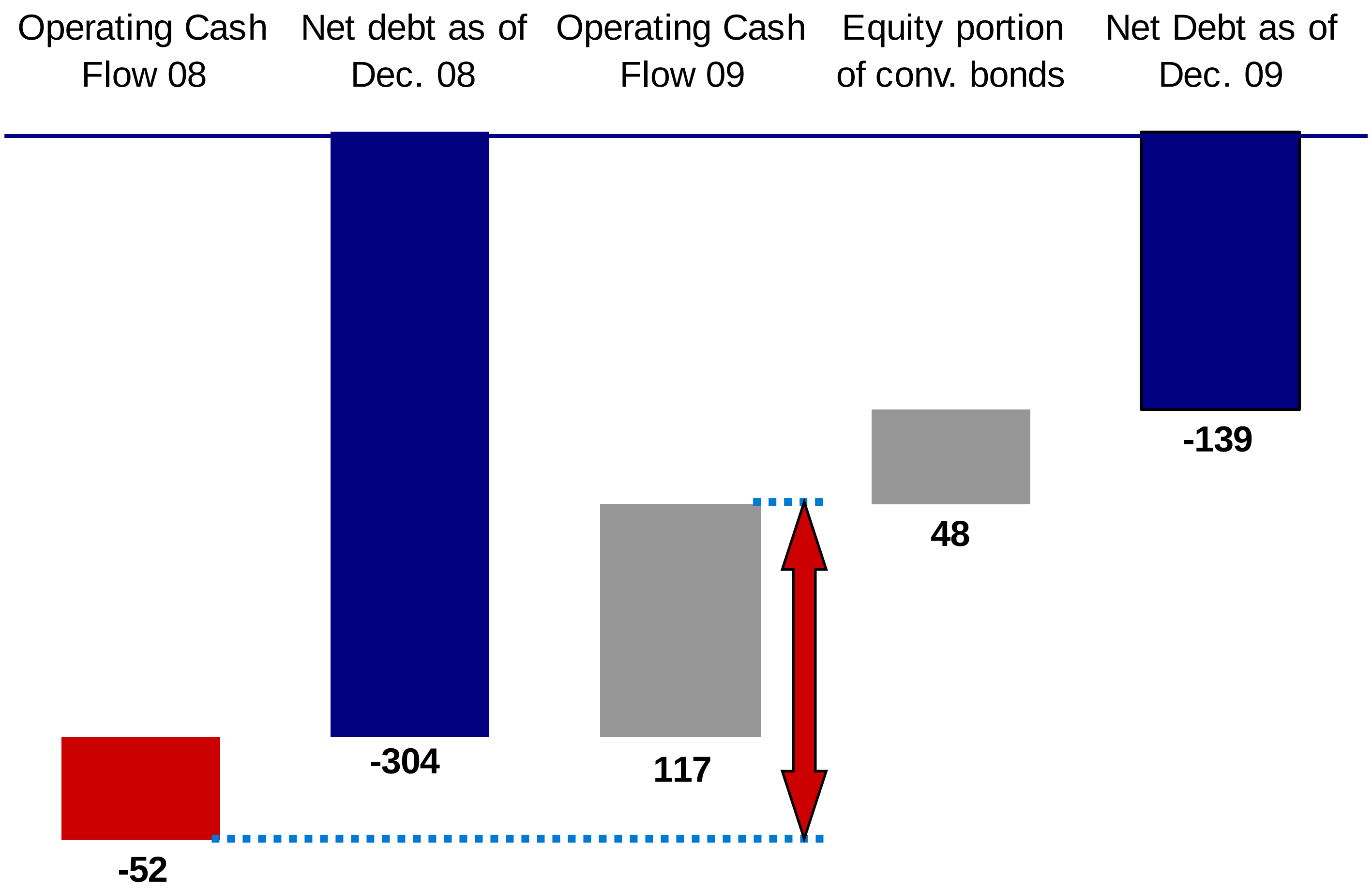
- New Group Headquarters : 55,000 square meters for 4,500 staff
- Five locations in the Paris area to be closed during the first semester 2010: EUR -36 M of remaining lease obligation fully financed by the new landlord through a two year rent exemption.
- As per IFRS rules, EUR -36 M charge taken one time in Operating Income while rent exemption is spread over lease term.
- A state of the art Campus regarding CO2 footprint and a decisive progress in terms of working environment, conviviality and efficiency

Cash flow statement

In € Million	***FY 2009***	*FY 2008*
OMDA (*)	**501**	**477**
Net capital Expenditures	**(198)**	(234)
Change in working capital	**35**	(86)
Cash from Operations	**338**	**157**
Taxes paid	**(40)**	(50)
Net costs of financial debt paid	**(13)**	(29)
Restructuring and rationalisation	**(135)**	(103)
UK pensions Plan amendment		(65)
Net financial investments	**(14)**	209
Dividends paid	**(4)**	(32)
Purchase and sale of treasury stock	**6**	(15)
Portion of bonds convertible to equity	**48**	
Other changes	**(20)**	(38)
Net cash flow	**165**	**34**
Opening net debt	**304**	**338**
Closing net debt	**139**	**304**

(*) Operating Margin before Depreciation and Amortization

Net debt evolution (in M€)



Simplified Balance Sheet

In € Million	***31 Dec 2009***	*31 Dec 2008*
Goodwill	**1 508**	1 511
Intangible assets	**69**	78
Tangible assets	**407**	454
Non-current financial assets	**139**	69
Net deferred tax assets	**147**	139
Non-current assets	**2 269**	**2 250**
Working Capital	**9**	**14**
Shareholders Equity	**1 644**	1 531
Equity of minority interests	**10**	11
Total Equity	**1 654**	**1 542**
Pension provision	**223**	222
Provisions	**262**	196
Net Debt	**139**	**304**

Credit lines of EUR 1.1 bn until May 2012

» **Atos Origin well below banking covenants:**

	end 2009	*end 2008*	*covenant*
» Leverage ratio (net debt / OMDA)	**0.28**	**0.64**	**< 2.5**
» Interest cover ratio (operating margin / net cost of financial debt)	**21.48**	**9.3**	**> 4**

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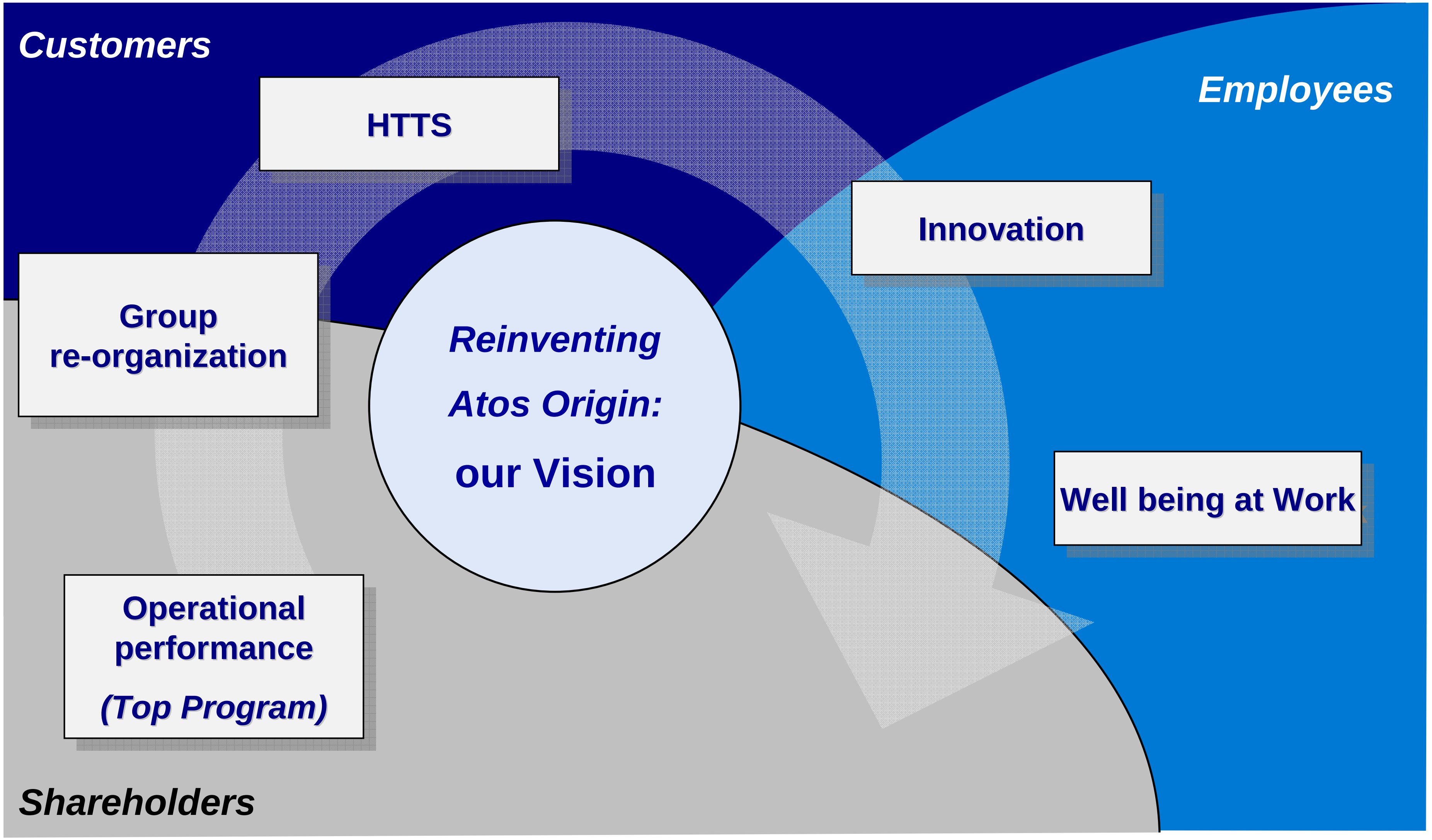
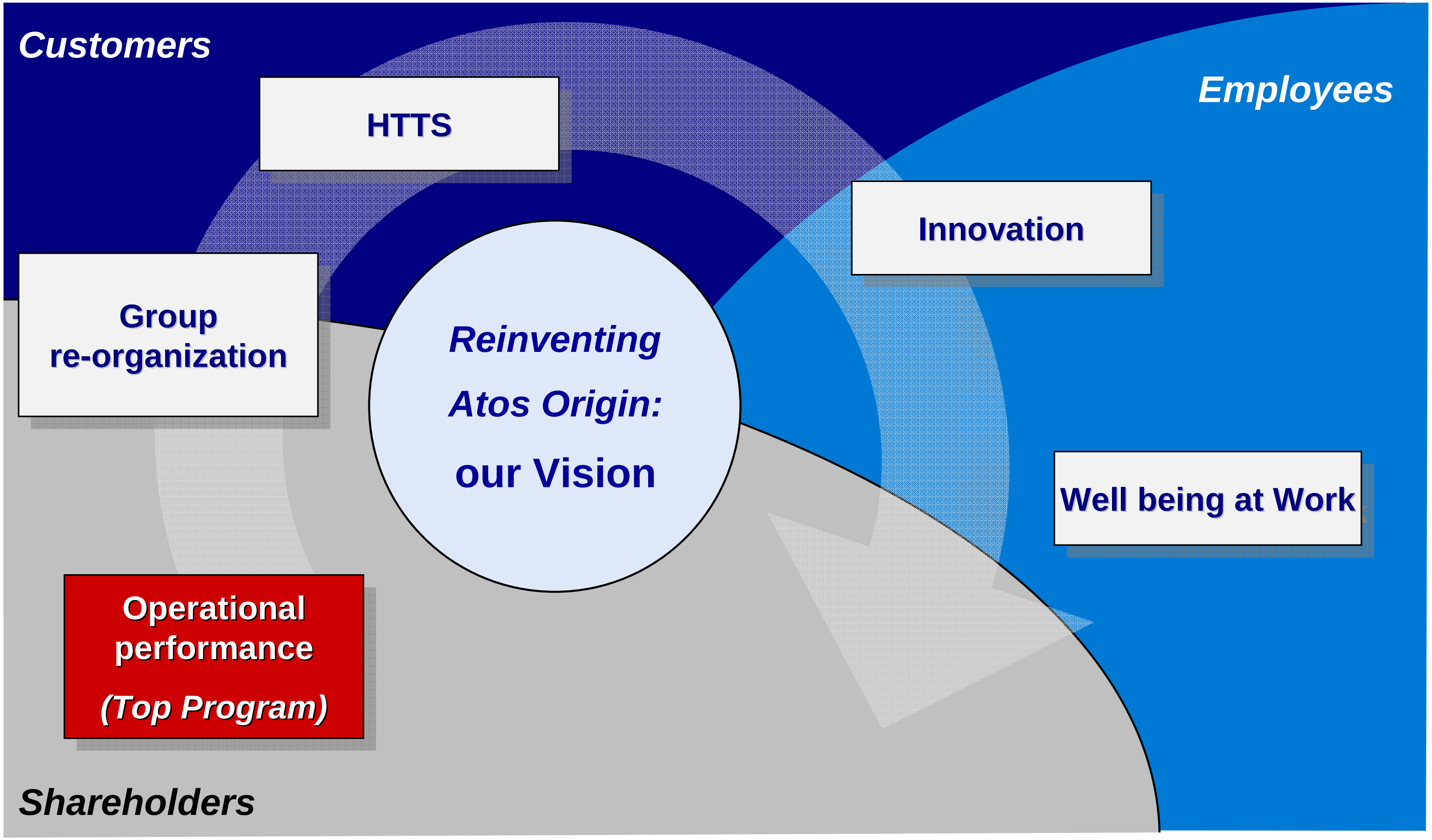
Reinventing Atos Origin



Reinventing Atos Origin

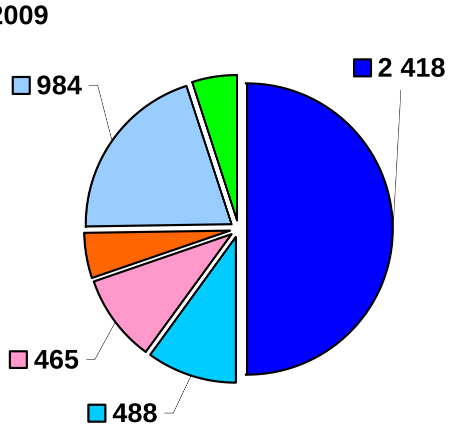


TOP Program is accelerating

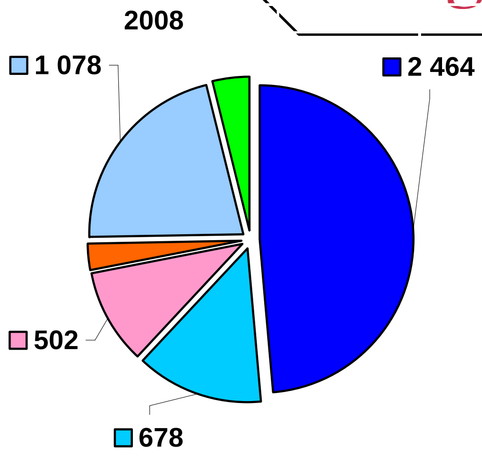
		2009	2010	2011
Non-personnel expenses and cash		Standard of living Consolidation Cash collection	Full effect of ’09 Global purchasing on all categories	Full effect of ’10 and 2nd pass at early levers (e.g., rent & lease)
Staff	G&A	Activity value analysis for 2000p	Full effect of 09. Activity value analysis for 2100p	Full effect of 09-10 Reach 1st quartile benchmark
	Directs	Offshore process Lean management for 2800p	Offshore rate at benchmark Lean management covering ~7 500p	Pursue Lean management roll out
Sales efficiency		Launch of top sales initiatives	Rollout and first benefits on H2 sales	Full benefit of ’10 actions; next level of sales actions

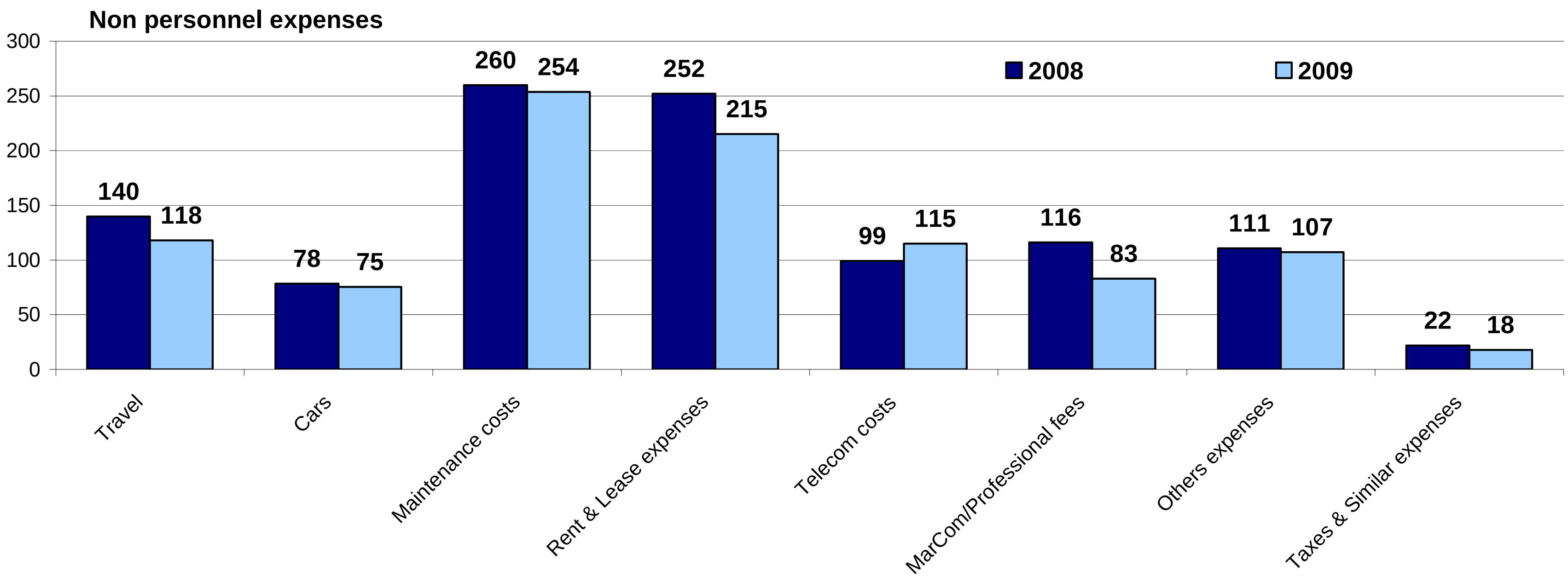
2009 costs analysis vs 2008

» Significant costs base adaptation



Personnel Direct	-46M€	-2%	-8%
Subco Direct T&M and FP	-190M€	-28%	
Personnel Indirect	-37M€	-7%	
Costs of good sold			
Non personnel expenses	-93M€	-9%	
Non cash items			





Lean Management: a set of techniques that generate rapid step-change in quality, efficiency and employee well being at work

Definition

- Core principle: focus on value for the customer by eliminating waste, variability and inflexibility

Applicability

- Lean Management applies to all Service Lines. AO is industry leader in applying Lean to some areas e.g. SI application development

Results of Lean

- <u>OM increase</u>: capacity freed up after productivity improvement is redeployed to new revenue (avoided hiring, avoided restructuring)
- <u>Quality increase</u> measured as claim reduction and SLA achievement
- <u>Cultural change</u> and employee satisfaction

5 TOP Sales initiatives to reach Sales performance targets

REMINDER

TS 4:

Marketing

Define and package offers

TS 3:

Define process and adapt tools

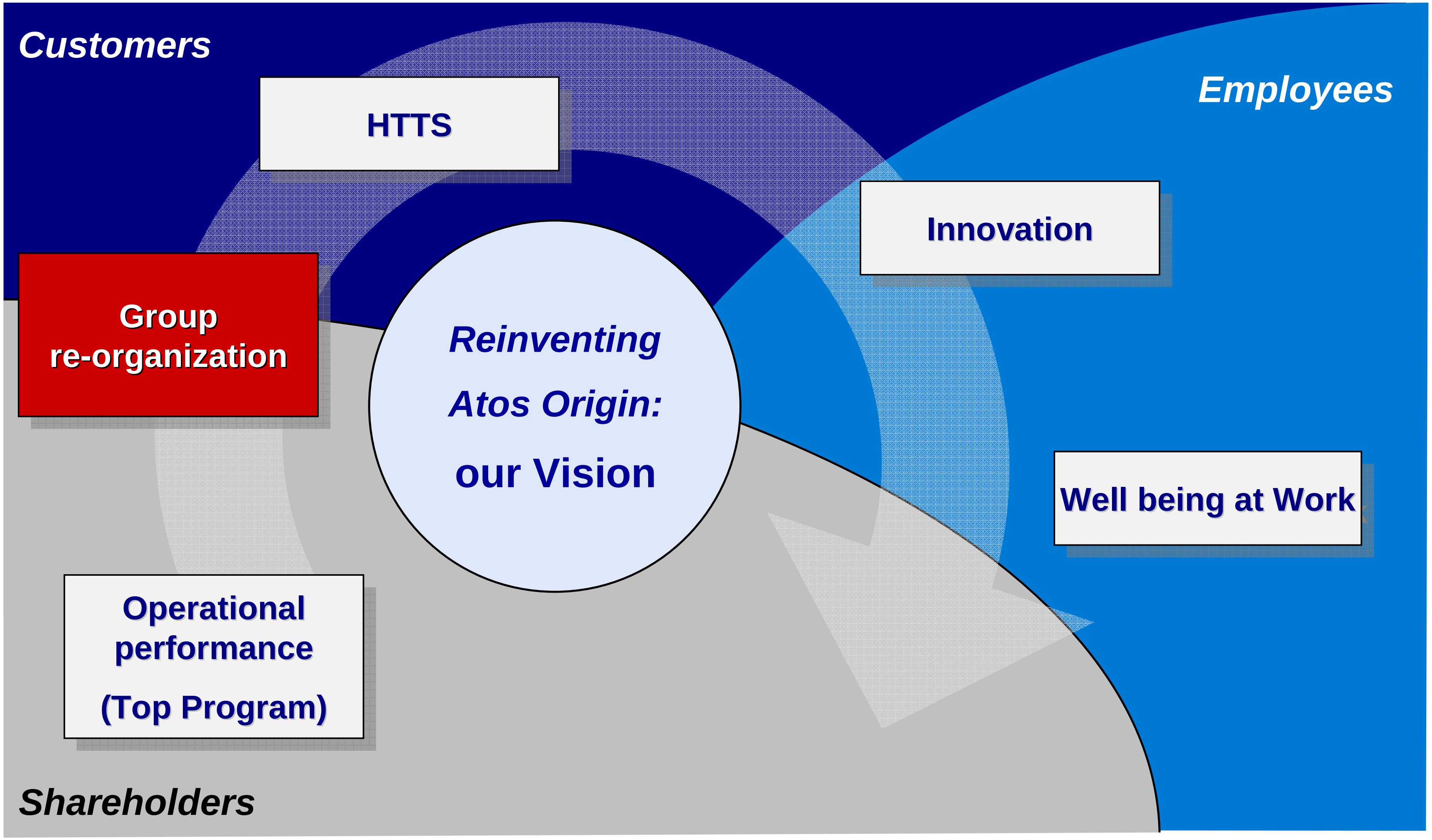
TS 2: Account development methodology

TS 1: Enhance sales skill

TS 5: Prof. services business model

- New account development methodology tested and to be roll out over all accounts.
- **New growth ambition** set for **2011 and 2012** with identified opportunities

Reinventing Atos Origin



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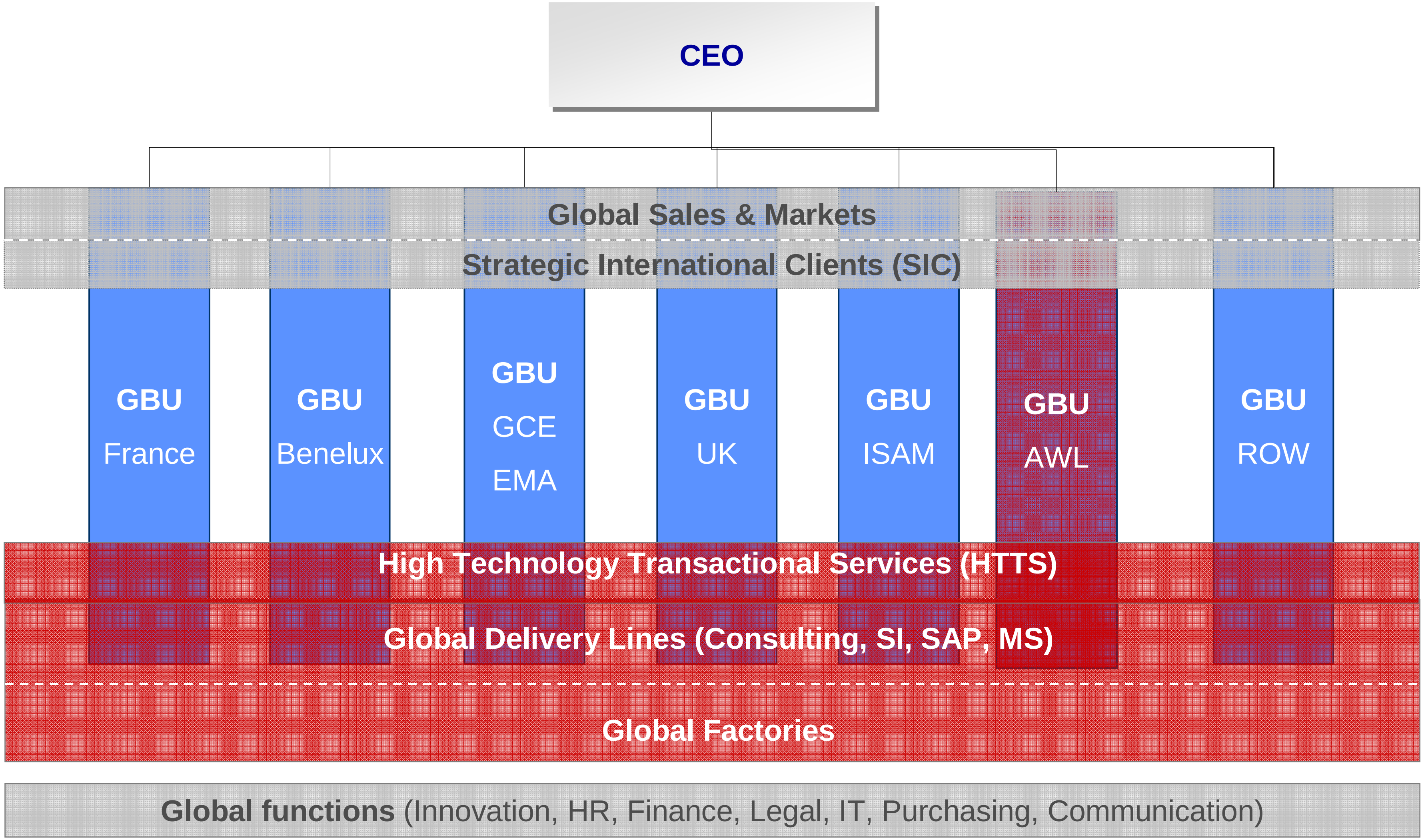
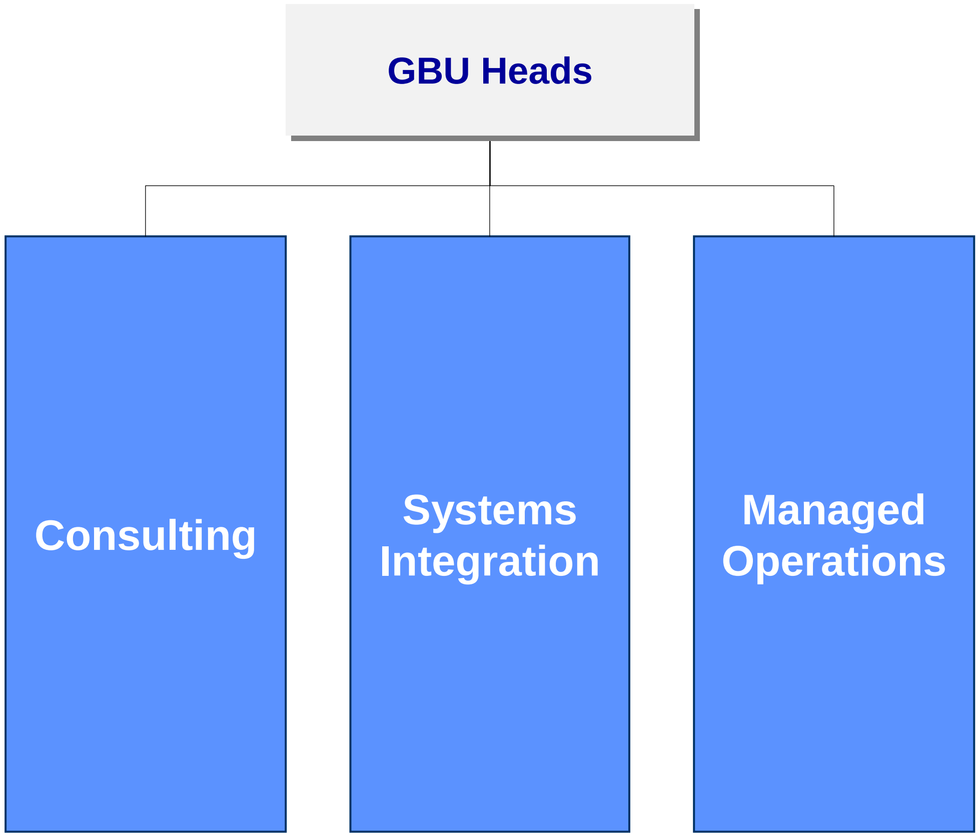
Atos Origin's new Group operational model in 2009

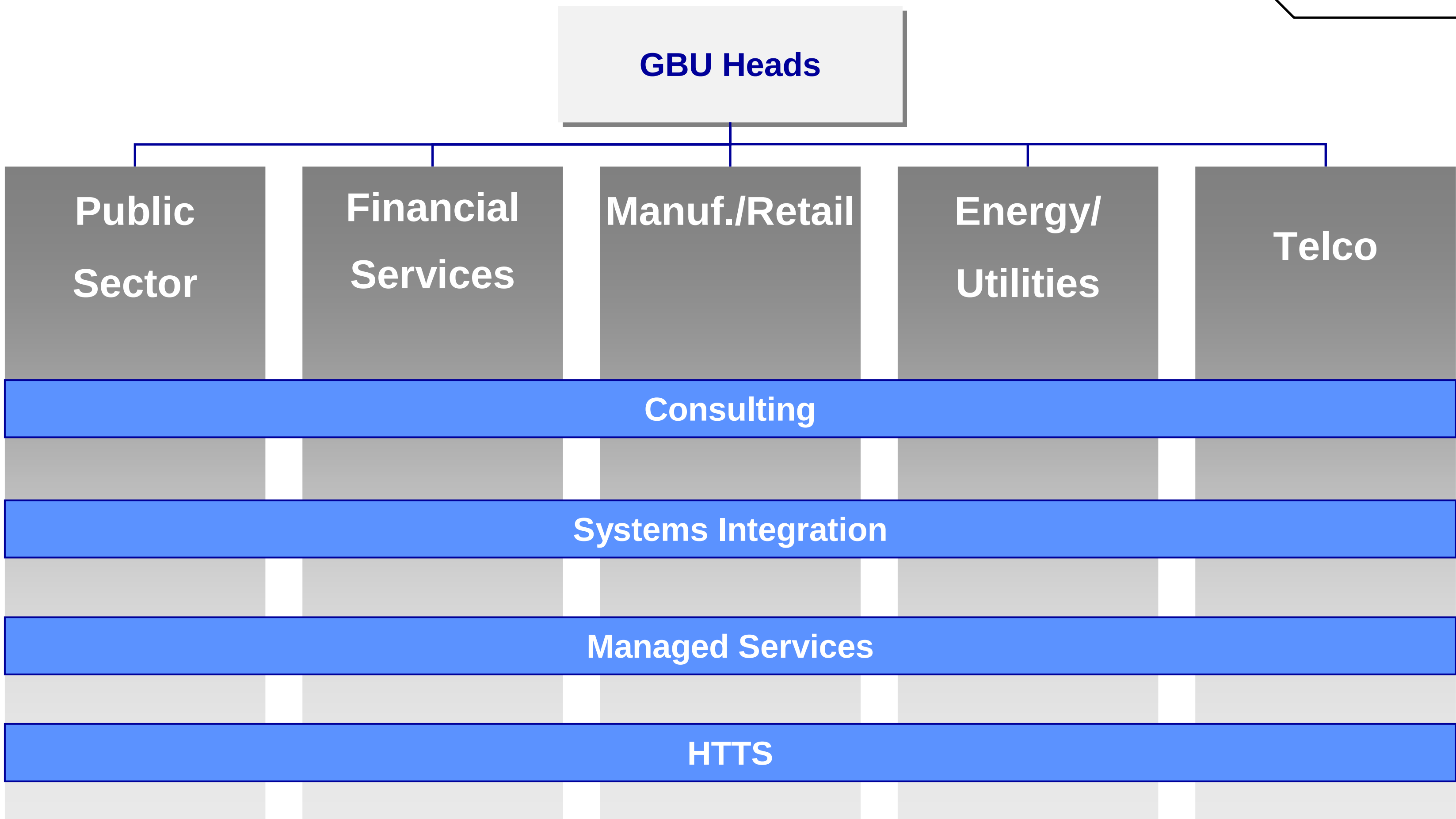
A fully integrated company leveraging on its scale and strengths



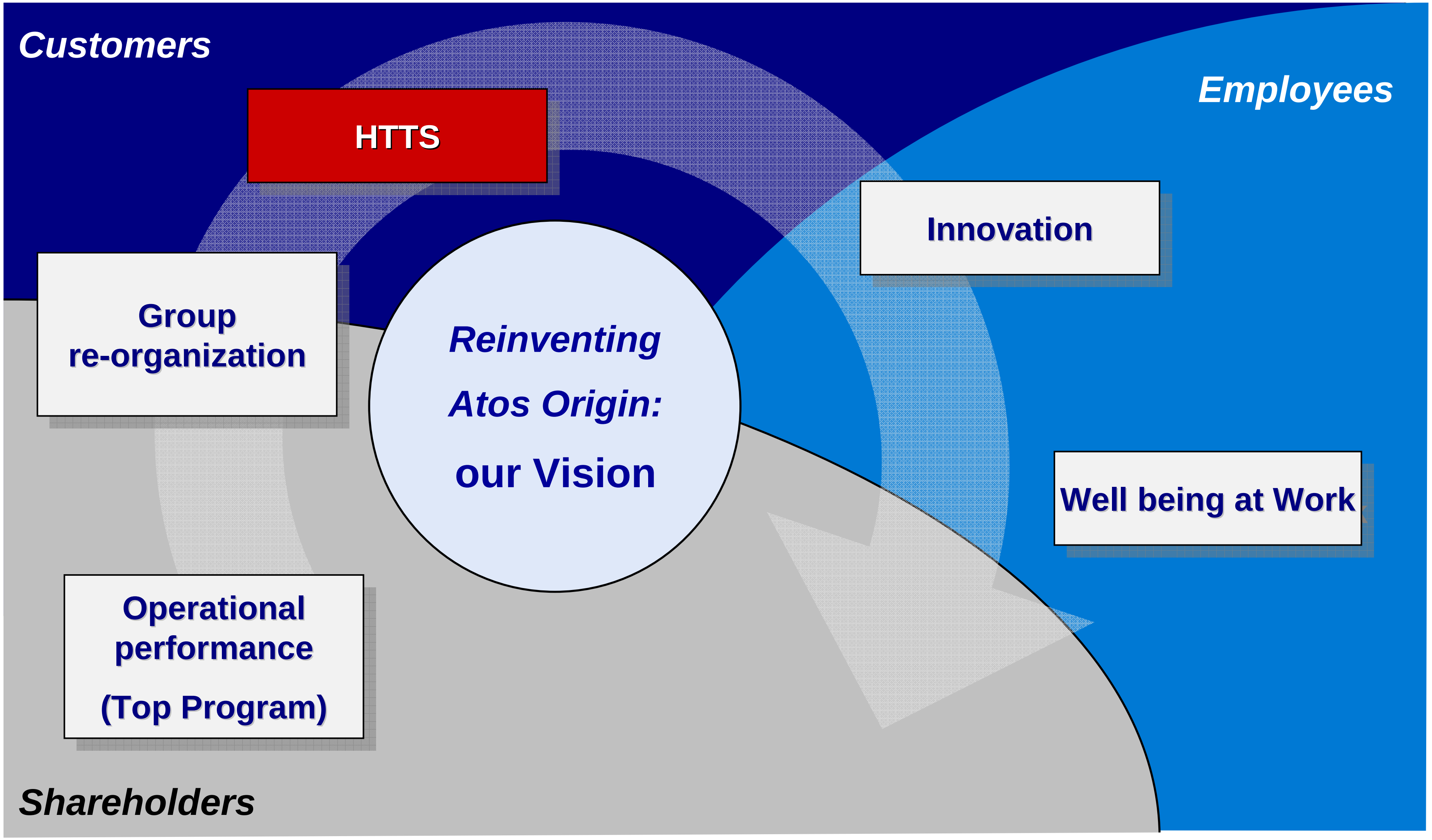
From …


GBU Heads
Consulting
Systems Integration
Managed Operations

.. to new Market driven organisation in 2010



Reinventing Atos Origin



Building on Atos Worldline strong leading position in 3 business lines

Electronic Payments	e-CS Customer, Citizen & e-Community Services	Financial Markets
62%	27%	11%

HTTS 2009 Revenues = EUR 879 M

5,261 employees

A further way to deliver IT value to our customers

Shared commitment to success

Client business metrics price structure

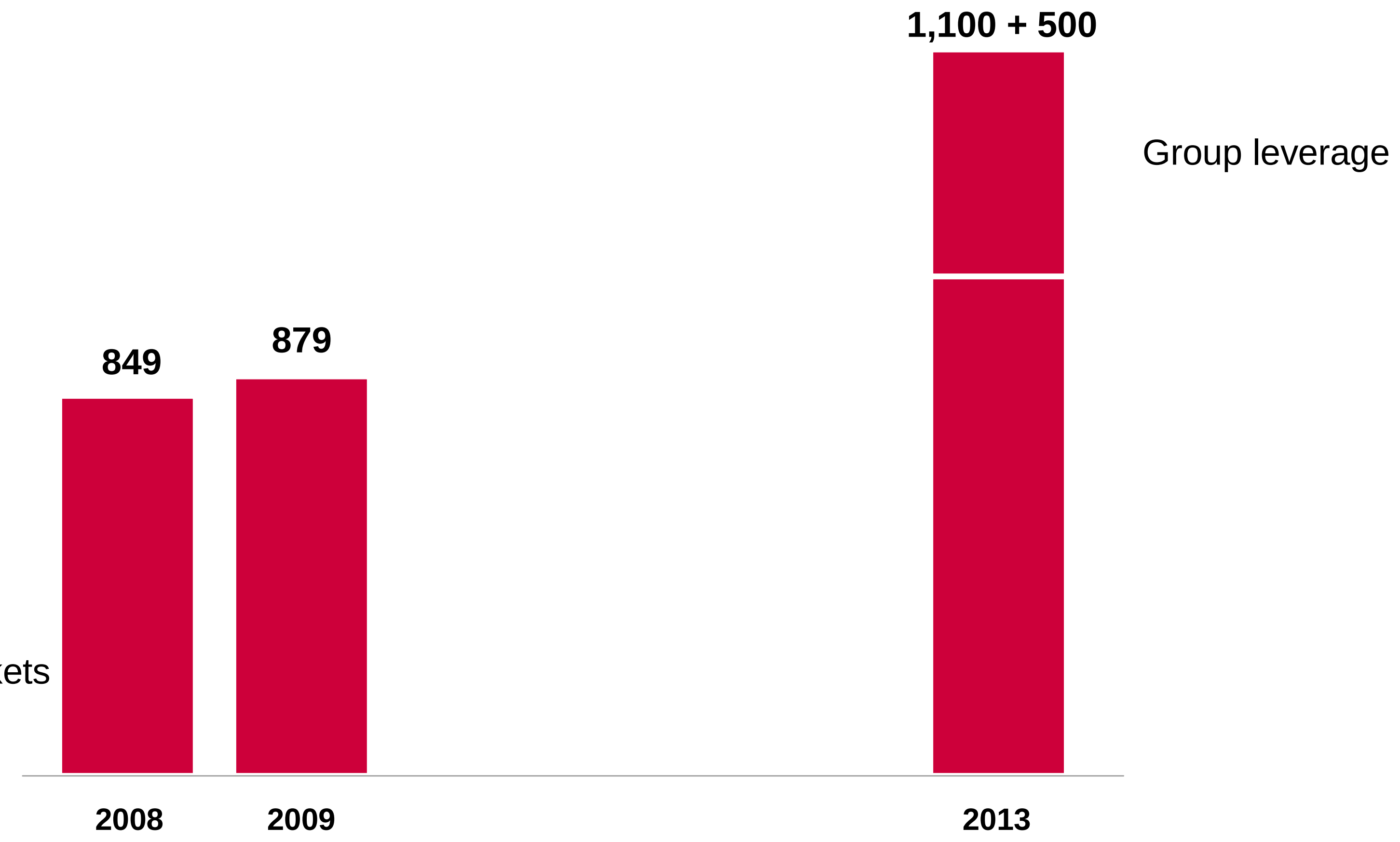
Build once, reuse, sell many times

Processing in own mutualised data centers

Full control on IPR

2008-2013: ambition to double HTTS revenues organically

- Electronic payments
- e-CS
- Financial markets

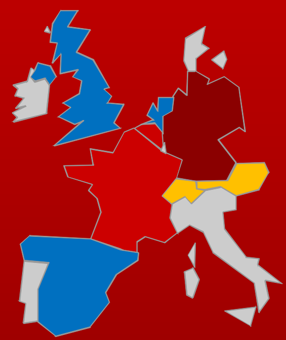


Ambition based on strong assets

Atos Worldline portfolio of offerings

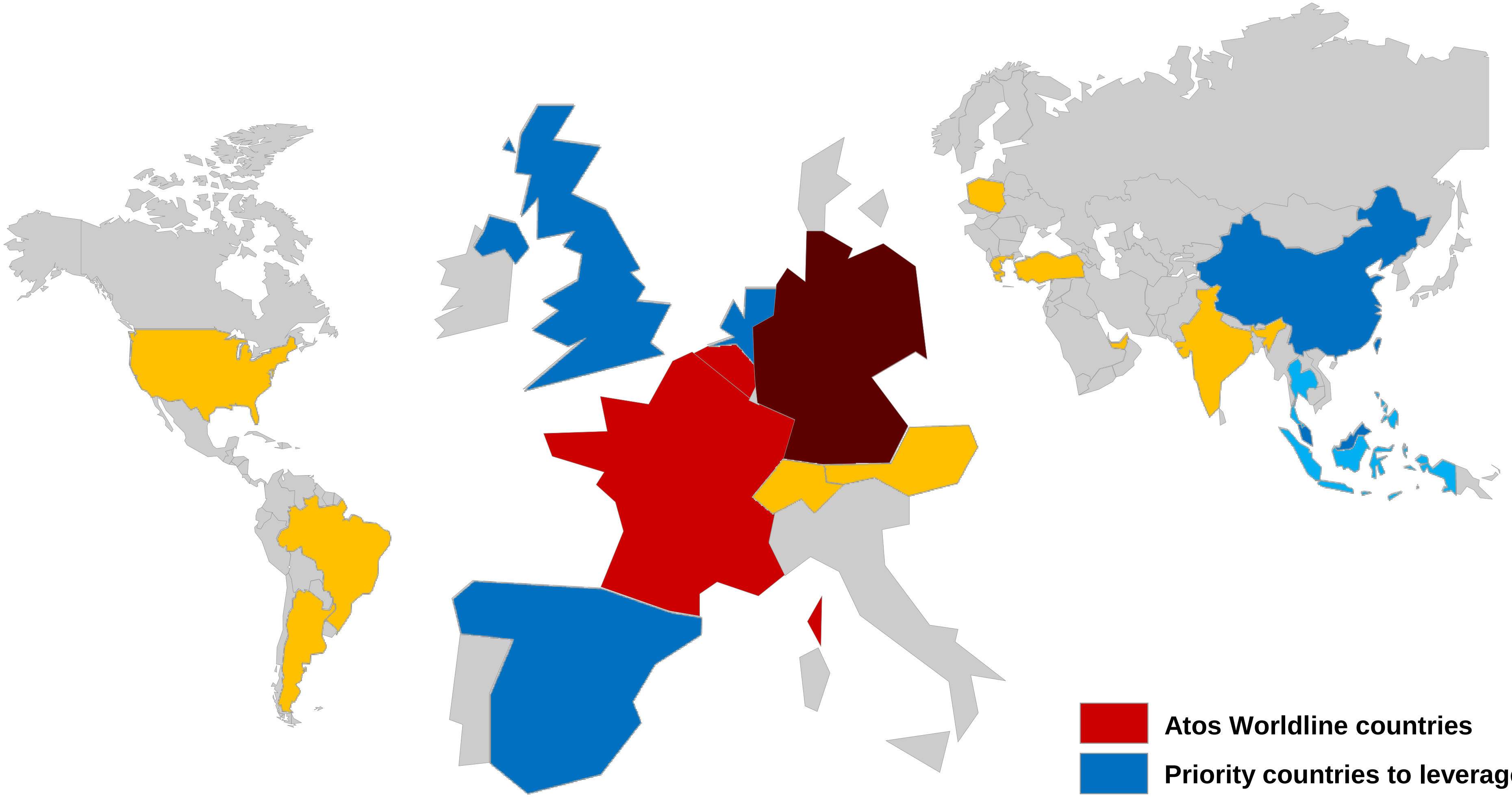
+

Customer Relationships and operations in all Atos Origin geographies



Growing momentum for transactional based services delivering business outcome

Rollout into the Atos Origin Geographies
Leveraging the customer base



Atos Worldline countries
Priority countries to leverage
Opportunity & 2nd wave

Strong Assets to Leverage

Electronic Payments	» Leading Asian Payment Solutions, across all platforms » Corporate Payment Cards (UK) » Fuel Cards processing & service center (UK, Spain, Asia) » Payments Polling (UK)
e-Community Services	» Transport Ticketing & Clearing Services (UK) » Loyalty Programs (Spain) » Mobile Applications and Services (Spain) » Trust & Security Services (Germany) » e-Administration services (NL, Asia)
Financial Markets	» Corporate Payments Processing (France)

2009: roll-out throughout the group

2009 Priorities	Achievements
» Set-up HTTS organization & governance	» HTTS teams set-up in all key geographies » Strong support team set-up in Atos Worldline to support country development » Specific joint incentive scheme between Countries and Atos Worldline
» Initiate go-to-market in all geographies	» Focused training of country teams and sales force » First initial successes » First opportunities in all geographies

A sound portfolio of first leads and opportunities identified in all geographies

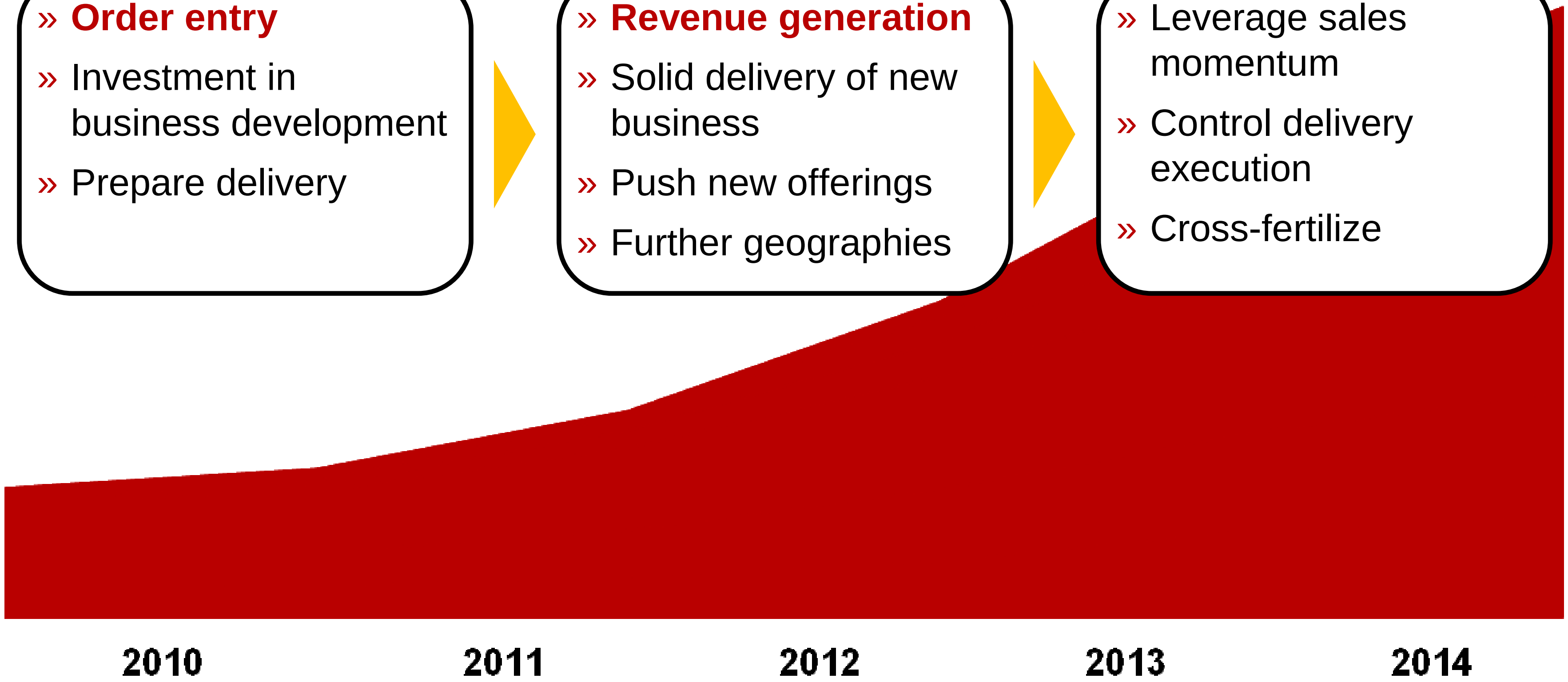
Spain	» Hospital management » IVR services » Loyalty programs	» Fuel Card services » Mobile Salesforce management
UK	» Supply Chain Financing » Remote Payments » Business Account / Travel Cards	» Mobile Applications
Netherlands	» EMDD » Private loop hospitality cards » Debit card issuing services	» Commercial Acquiring » Low Value Payments services » Swift services
Germany	» Smart Metering BPO	
Asia	» Fuel Card program » Cross Country Issuing processing	» Payment Solution Upgrade » Low Value Payment System for Transportation

Roadmap over next 4 years

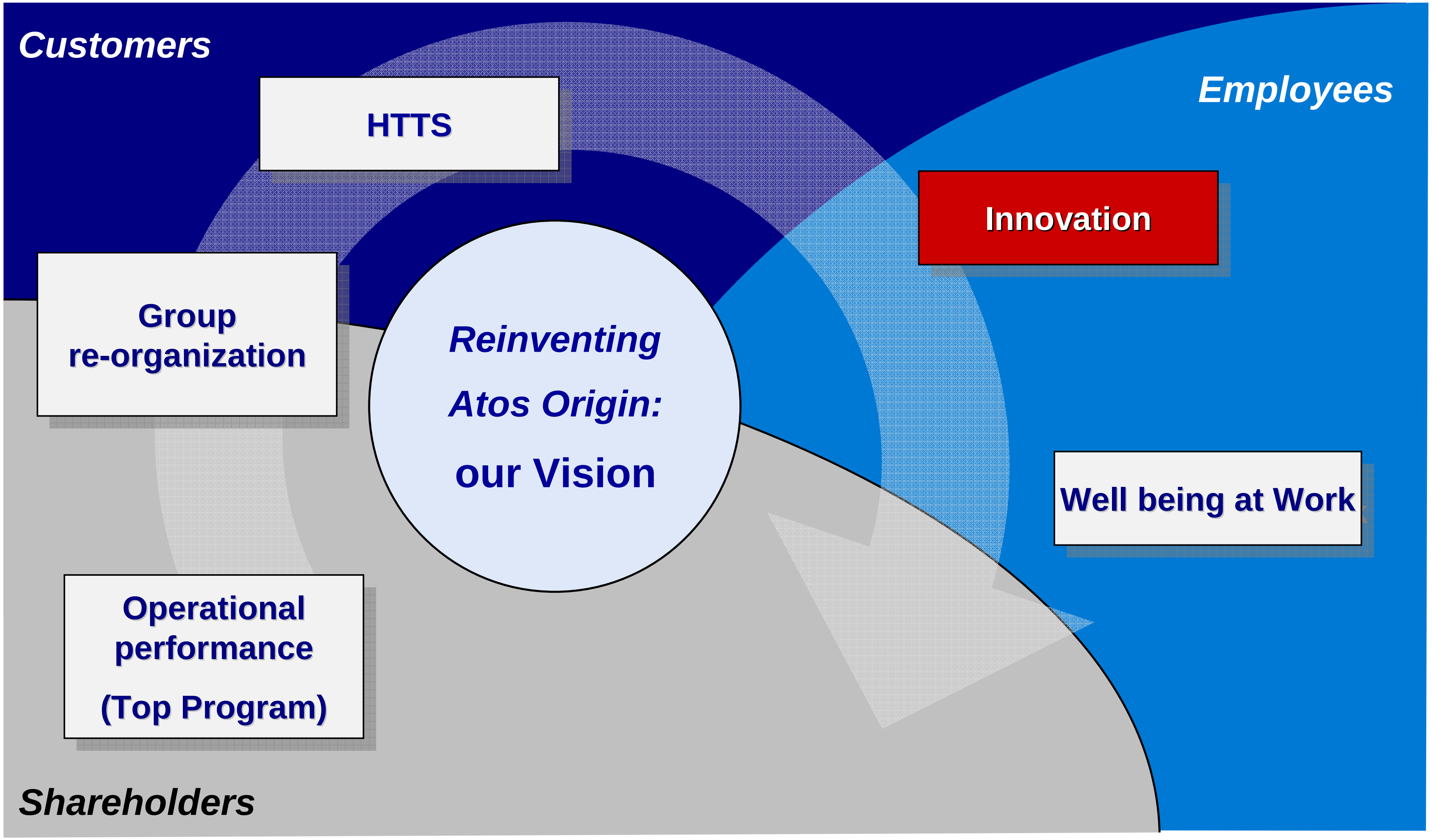
- **Order entry**
- Investment in business development
- Prepare delivery

- **Revenue generation**
- Solid delivery of new business
- Push new offerings
- Further geographies

- Leverage sales momentum
- Control delivery execution
- Cross-fertilize



Reinventing Atos Origin



» In 2010 post crisis environment, our clients are facing 4 major ruptures

CLIENTS

Technology
- Virtualization and cloud technologies
- Smartphones
- Information management

Social
- Hyper connectivity
- Virtual communities
- Sustainable development
- Pay per use

Economic
- Shift in economic power to emerging economies
- Cost pressures

Financial
- Higher cost of borrowing
- Declining value of capital

Reinventing our clients' growth model

The Group is well positioned on the new era of information technology

Atos Origin operates IT in two domains which are at stages of reinvention

Business Critical Services Objective: to bring customers high added value IT based on Atos Origin market expertise and solutions, for example : HTTS, monitoring in the nuclear, Enterprise Content Management, Smart Metering,...

Classical IT services strategy providing customers with highly standardized IT to decrease the TCO of their solutions, insuring maximum end to end solutions

Group answers: offshore ramp-up, expansion of global factories, strong push for cloud computing offerings, …

A priority set on innovation to develop further offerings and differentiation

» **A platform of 43,000 engineers in 30 countries**

New initiatives

- » Creation of the Atos Origin **Scientific Community**
  The Group's 50 top scientists (8 nationalities) to anticipate the technological developments of the next 20 years
- » Group-level creation of the **Global Innovation and Business Strategy** department
- » Open innovation approach with **a new collaborative Idea Management System**

Prestigious awards

- » "**Sustainability Star**" awarded to Atos Origin in Vancouver by the Olympic Games Organising Committee for its contribution to a Greener Olympics
- » **First prize in European 2009 awards** for most innovative use of virtual infrastructure (VMware)
- » **Special prize for innovation in new payment technologies** (SIPS Vocal), "Salon des Paiements 2009", Paris

Next rendez-vous of our innovation roadmap

» Technology

» Economic

Cloud Computing, Green IT

14 January ☑

Smart Utilities, ECM & Collaboration

31 March ☐

Context Aware Computing

Q3 ☐

Social Computing

Q4 ☐

» Social

» Financial

Atos Sphere™: a new positioning of Cloud enabler

A new Atos Sphere™ offer…

»A portfolio of Cloud oriented offerings

»A dedicated brand

»Innovative services for our clients

»Offerings already available, throughout the value chain

»Upcoming extensions

… answers our clients' most immediate questions

»What are the benefits of Cloud for my company, and how can I secure them?

»Where should I put my applications, data, and processes?

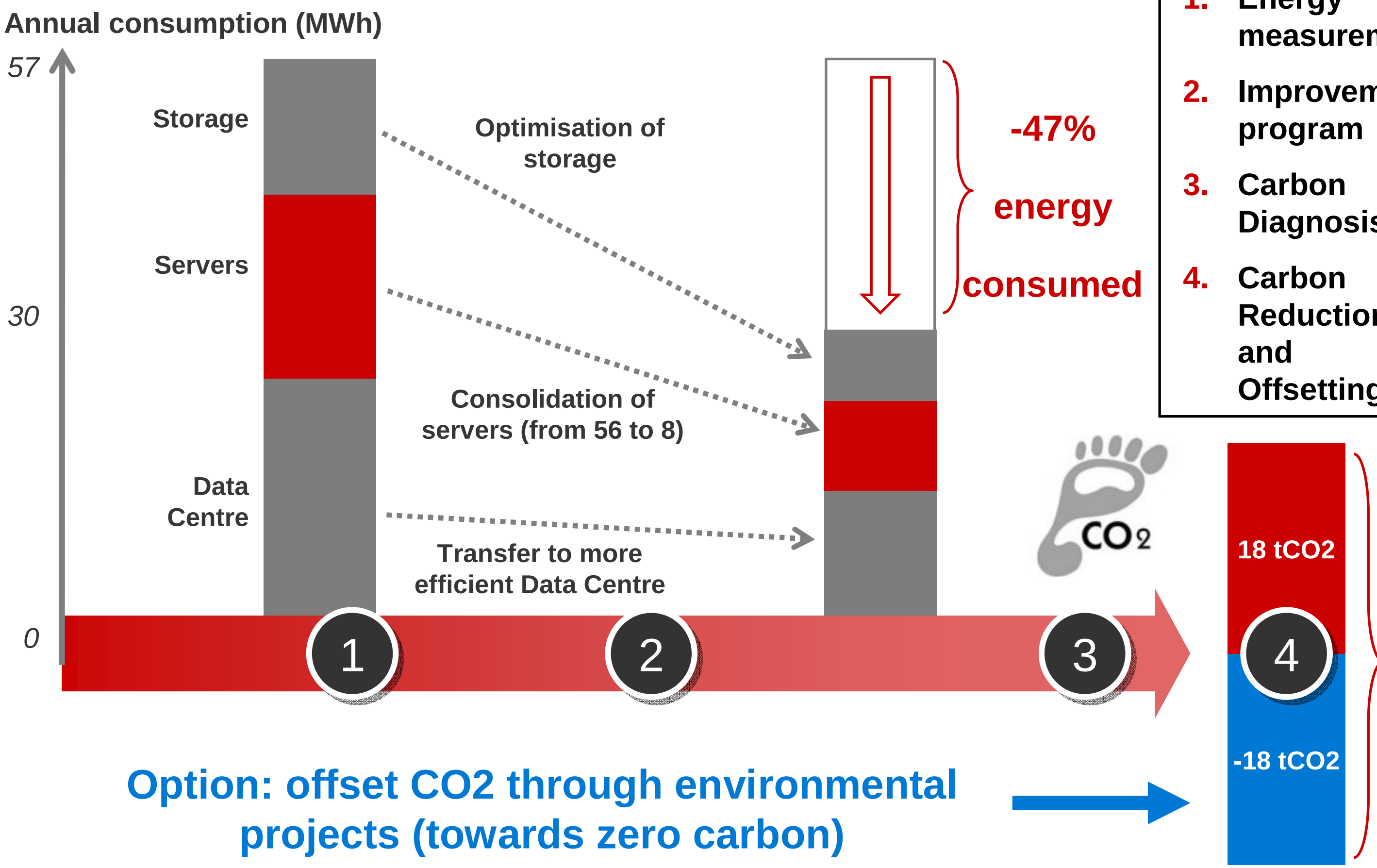
»Will the cloud let me access new services that today are out of reach?

Ambition Carbon Free: a new Green IT offering

Atos Origin offers its customers the opportunity to offset the CO2 emissions of their IT activity

Green Transformation for IT - *Case study showing the transformation of a large chemical company's SAP system:*

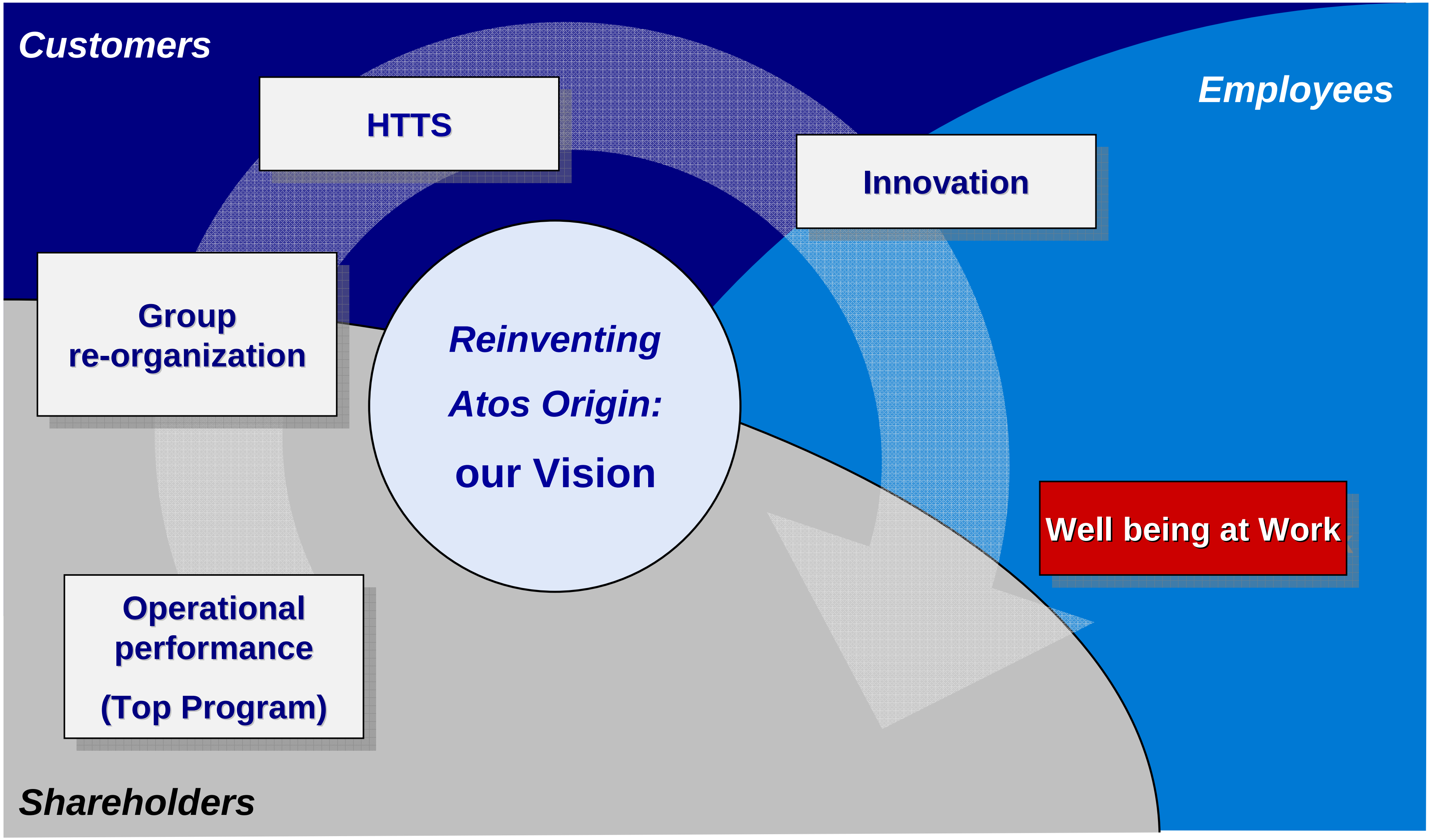
1. Energy measurement
2. Improvement program
3. Carbon Diagnosis
4. Carbon Reduction and Offsetting



Option: offset CO2 through environmental projects (towards zero carbon)

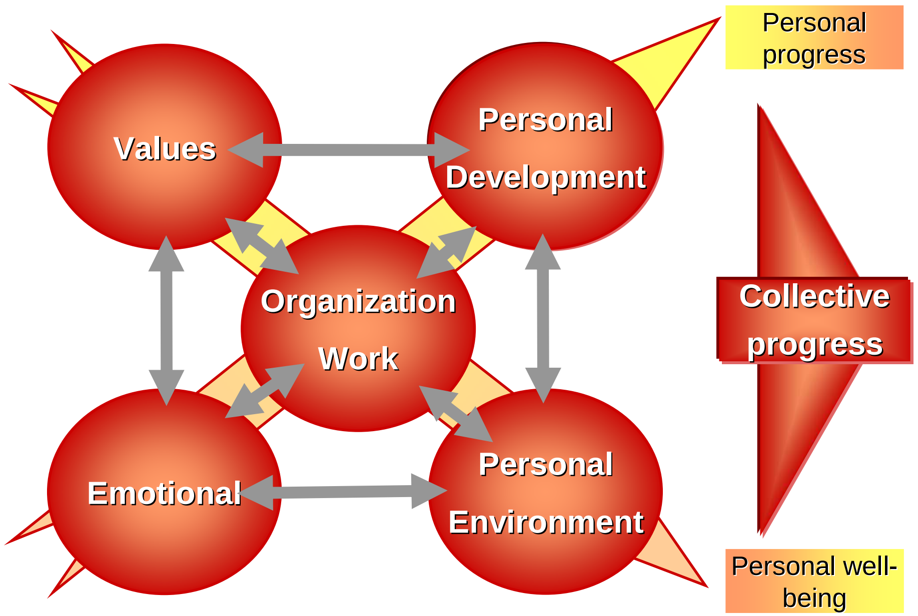
Ambition Carbon Free

Reinventing Atos Origin



Well being at Work …
… implies employees engagement

What does well-being involve?



Well Being at Work objectives

» **Imagine the new way of working** using intensively the new technologies while matching the social expectations of our employees and the “Y generation”

» **Be recognized as one of the best companies to work for** (“Great place to Work” , “Corporate Equality Index”, “Diversity Award”, ...)

Well Being at Work
7 new social projects have been launched

Imagine at work → **"Imagine WbW Council"**
25 International Talents

Projects	Objective
WbW 1- Working Organization	Imagine new working organization within AO *(virtual communities, …)*
WbW 2- Management	Reinforce involvement & encourage transformation towards the *2.0 Management*
WbW 3- Working conditions	Create an innovative & friendly working environment improving life/working balance
WbW 4- Recognize & Reward	Increase employees recognition
WbW 5- Skills &Competencies	Develop, catch AO employees capabilities & abilities
WbW 6- Communication & Social link	Reinforce AO's identity and social link
WbW 7- Corporate & Social Responsibility	Be proud of AO values & image

Dynamics of the strategy

2009 | 2010 | 2011 | 2012 | 2013

GROUP TRANSFORMATION

Operating Margin Objective: 7 to 8%, catching up with competitors

DEPLOYMENT OF HTTS, ENGINE OF GROUP DEVELOPMENT

Objective: X 2 Organically

INNOVATION

NEW DISTINCTIVE OFFERINGS

TOPLINE GROWTH

» ***Supported by targeted acquisitions***

Agenda

» 1. FY' 2009 Highlights

» 2. FY'09 Results

» 3. Reinventing Atos Origin

» 4. Objectives for 2010

Objectives for 2010

- » **Revenue**: due to the Arcandor bankruptcy, the Group expects in 2010 a slight revenue organic decrease, however at a lesser extent than the one achieved in 2009
- » **Operating margin**: the Group confirms its ambition to improve OM by +50 to +100 basis points compared to 2009
- » **Cash flow**: the Group has the objective to confirm the improvement achieved in 2009 by generating a net operational cash flow in the same range in 2010

Atos Origin™

CONSULTING > SOLUTIONS > OUTSOURCING

Atos Origin Full Year 2009 Results

February 17th, 2010

ADVANCE YOUR BUSINESS »