

- » BOOST PERFORMANCE
- » REDUCE COST
- » INCREASE AGILITY
- » ENHANCE CRM
- » SHORTEN TIME TO MARKET
- » DRIVE INNOVATION
- » IMPROVE EFFICIENCY
- » INCREASE ADAPTIVITY
- » ENABLE BUSINESS TRANSPARENCY
- » ENSURE REGULATORY COMPLIANCE



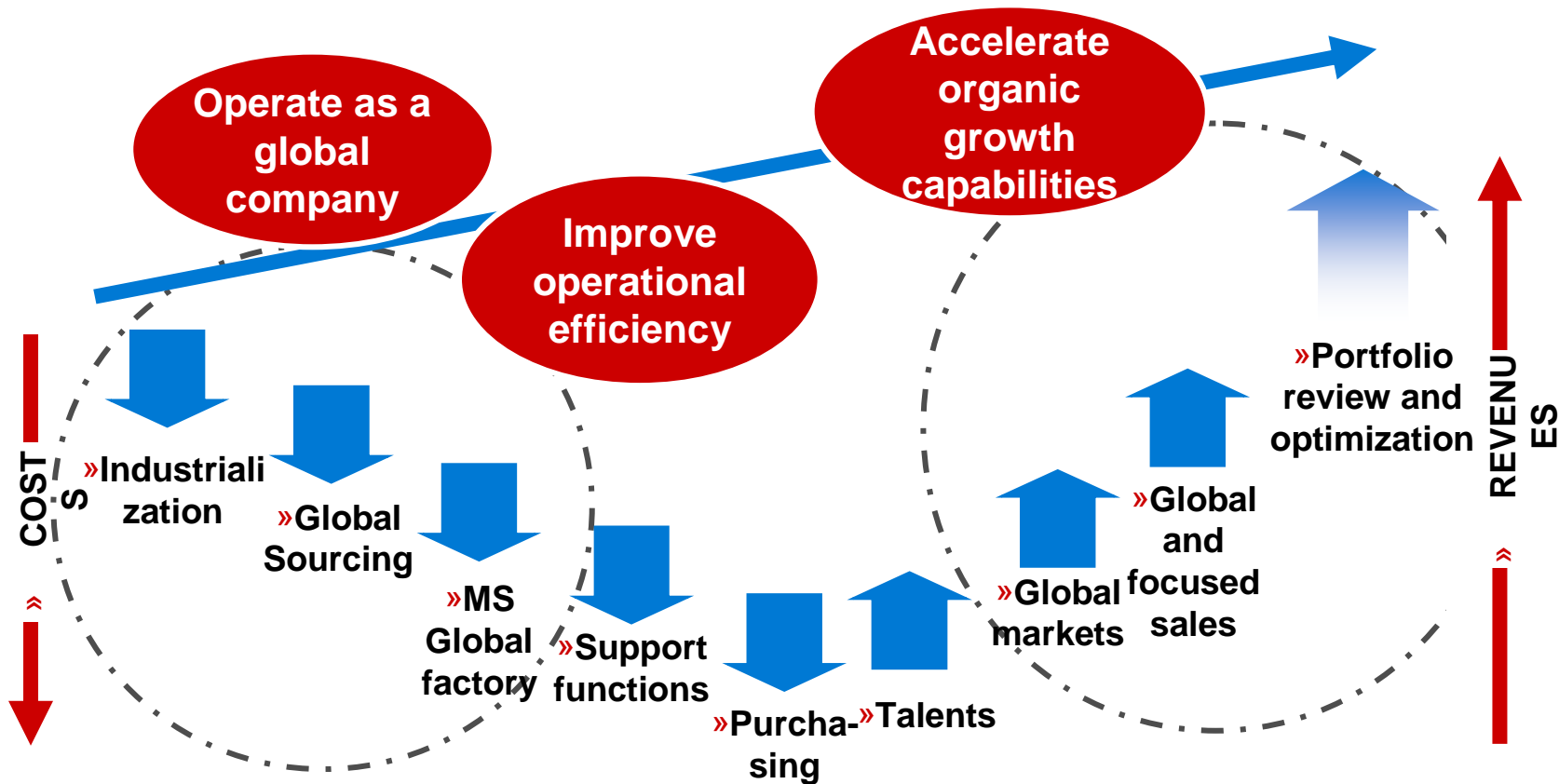
CONSULTING > SOLUTIONS > OUTSOURCING

Operational Excellence and Global Delivery

Tarek Moustafa, Group CIO
Hubert Tardieu, Global C&SI
Francis Delacourt, Global MO
London, December 2007

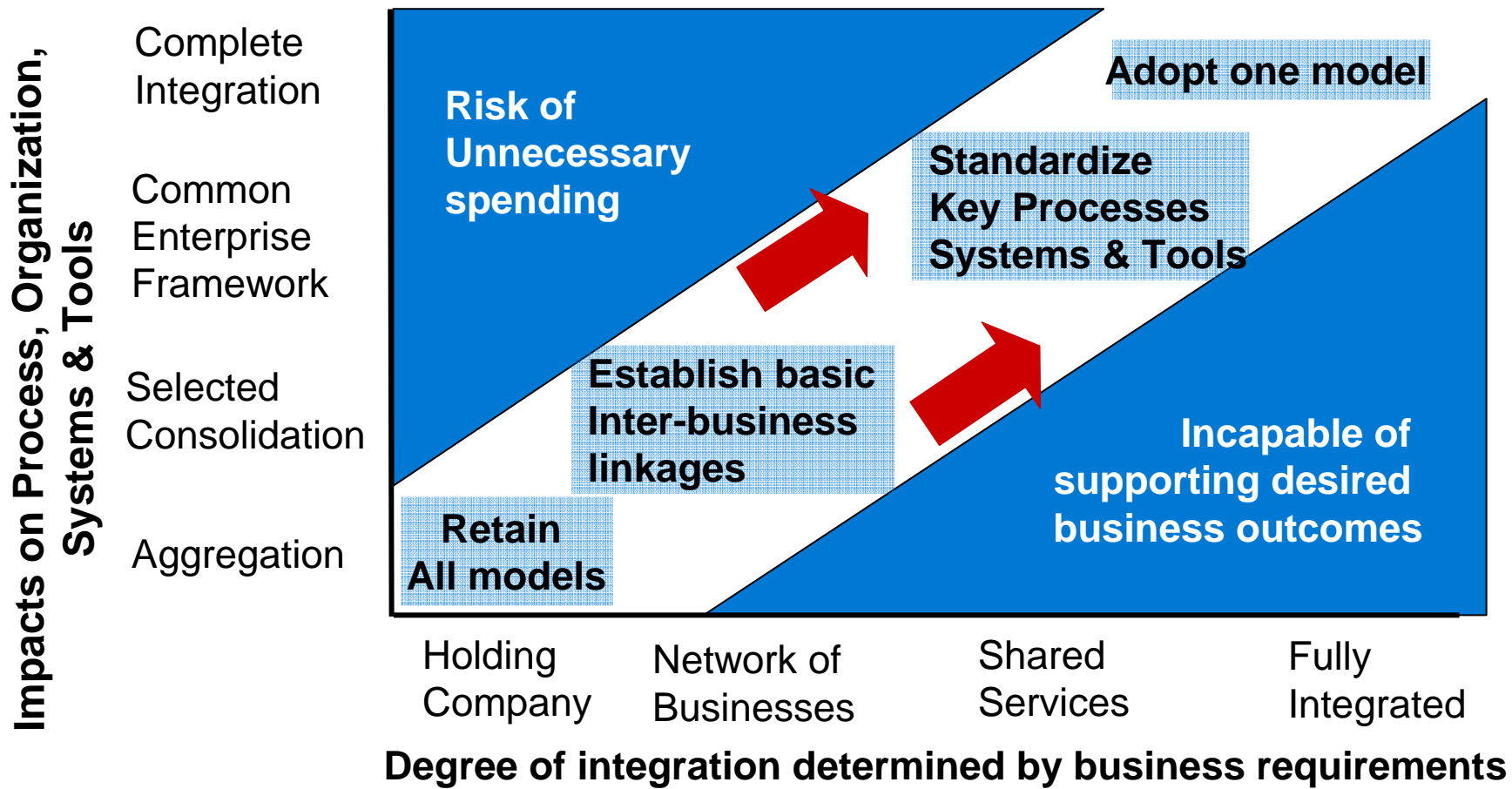
Launch of the **303 PLAN**

"3 objectives over 3 years"



» An integrated and related set of initiatives

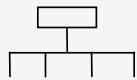
Leverage Atos Origin scale for growth and efficiency



From 3o3 to Operational Excellence



Organization



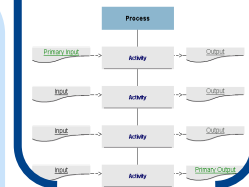
- » Organizational Responsibilities
- » Process Owners who perform process management and control

IT Solution & Tools



- » IT-solutions which support Business Process automation and business change

Process



KPIs



- » Performance driven
- » Change linked to Financial measures

Required controls



- » Business Process Risks and related Controls to meet regulatory and compliance requirements

3o3 → Operational Excellence → Business as Usual
It is about Controlled Change and Business Continuity

The purchasing action plan has moved into execution **303 PLAN**

<i>7 Initiatives</i>	
Clients/ Offer	» Sales
Global Delivery	» Industrialization » Global Sourcing » Global Factory
Talents	» Talents
Support Functions	» Finance, HR, IT » Purchasing

» Consolidation of Atos Origin purchasing power and supplier rationalization

An initiative to focus finance, HR and IT teams on added-value tasks **303 PLAN**



7 Initiatives	
Clients/ Offer	» Sales
Global Delivery	» Industrialization » Global Sourcing » Global Factory
Talents	» Talents
Support Functions	» Finance, HR, IT » Purchasing

- » Improved business support
- » Less administration

The Talents initiative will help us become an employer of choice in the IT sector **303 PLAN**



7 Initiatives	
Clients/ Offer	» Sales
Global Delivery	» Industrialization » Global Sourcing » Global Factory
Talents	» Talents
Support Functions	» Finance, HR, IT » Purchasing

» Attract, develop and retain the best people

Transformation of our core business processes **303 PLAN**



Global Delivery

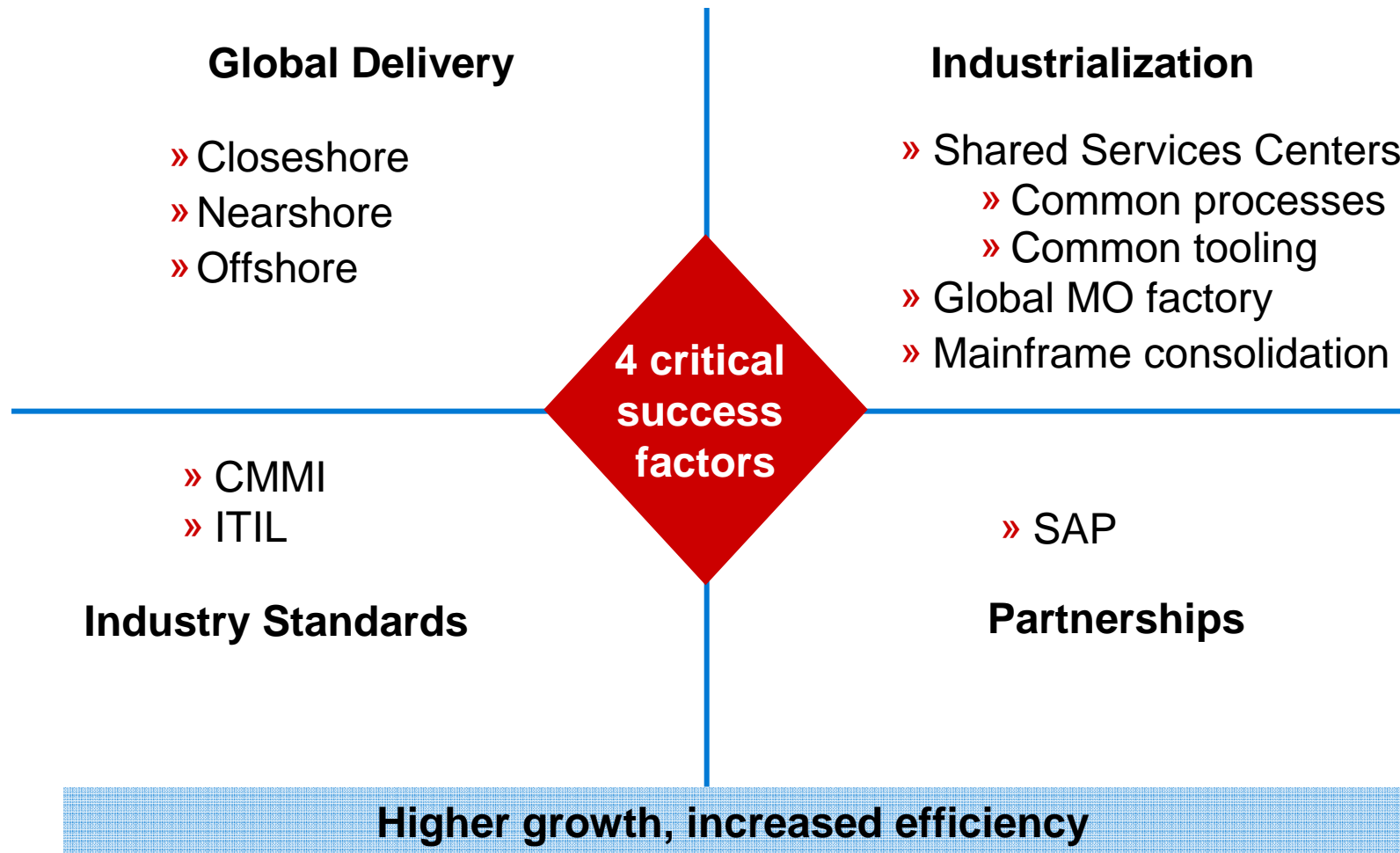
- » **Industrialization**
- » **Global Sourcing**
- » **MS Global Delivery**

Through the Global Delivery Strategy we have started to leverage our scale and presence...



Bundle and align existing knowledge

...through economies of scale and reuse

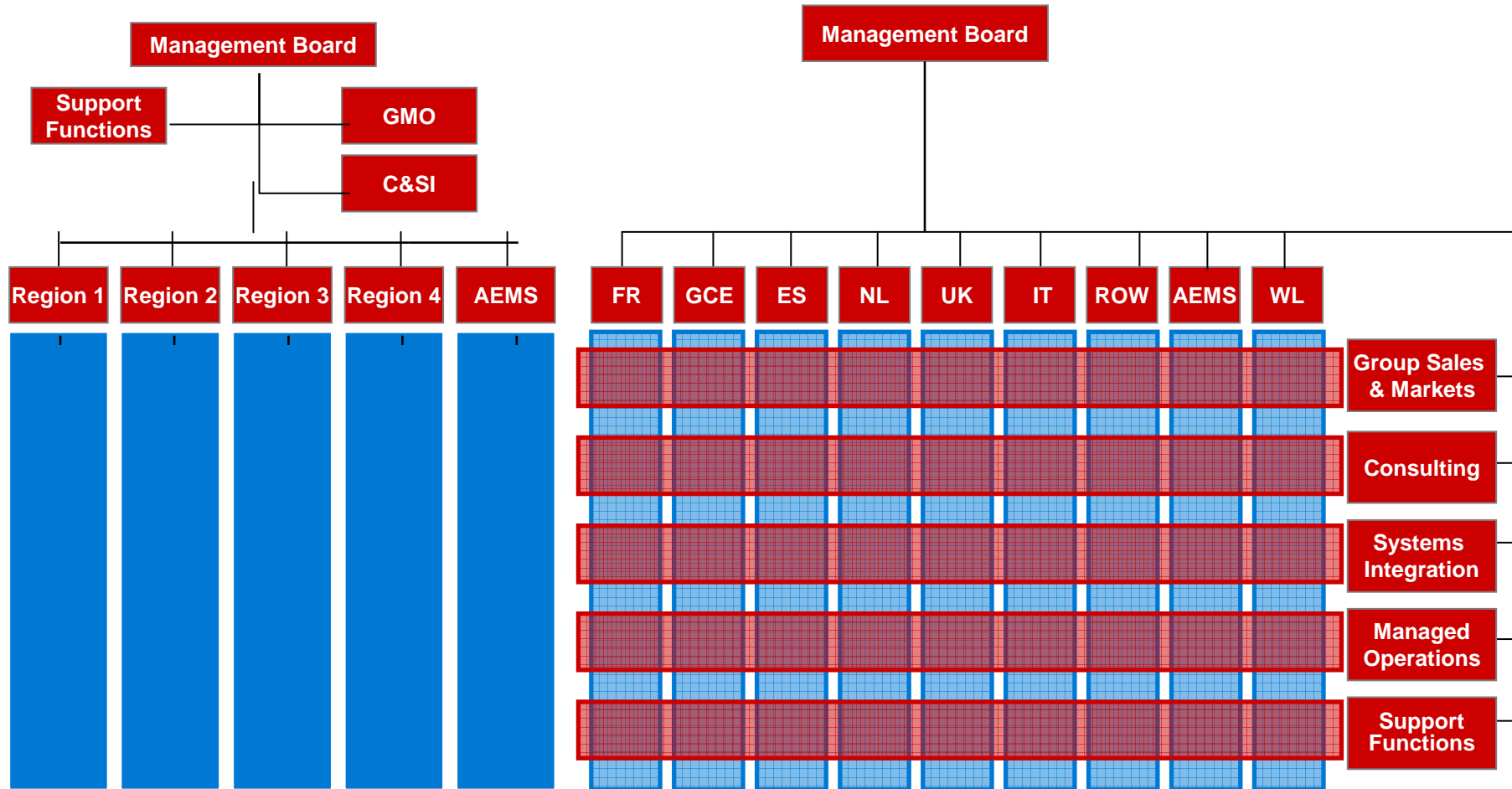


From Geographies to Matrix

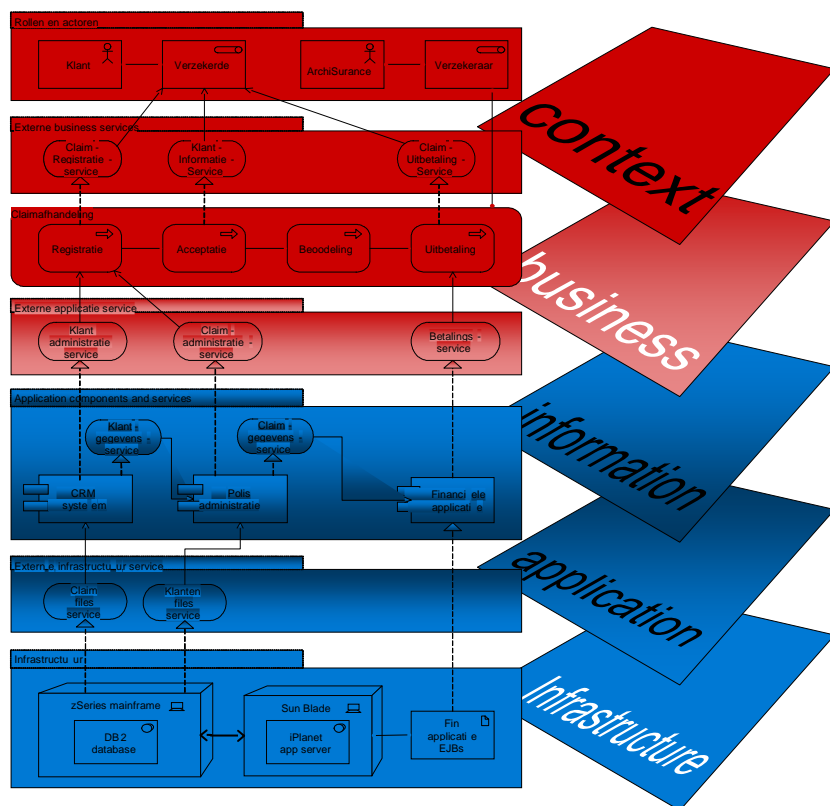


From

To



ACSIMO – Leverage presence x-service line Using Enterprise Architecture to build end- to-end solutions



- » **Atos Consulting**
 - » Strategy and Business Case
 - » Business Processes Models
 - » Operational Transformation

- » **Systems Integration**
 - » Product implementation
 - » Integration
 - » Rollout

- » **Managed Operations**
 - » Infrastructure
 - » Storage
 - » Compliance

Global Delivery key enablers: Global Sourcing and Industrialization

Standard delivery

- » From T&M to SLA
- » Common processes and tools
- » Consistent metrics and KPIs
- » Output based

Distributed delivery

- » Customer intimacy and innovation with resources close to market and customer
- » Efficiencies of scale through specialized factories in low cost regions
- » Capabilities to deliver to all regions

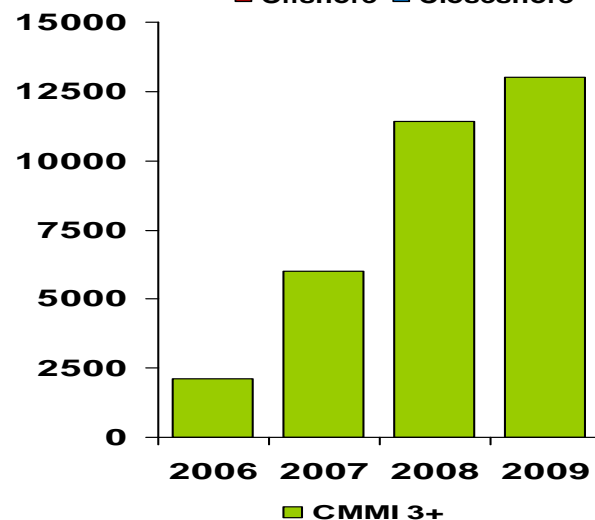
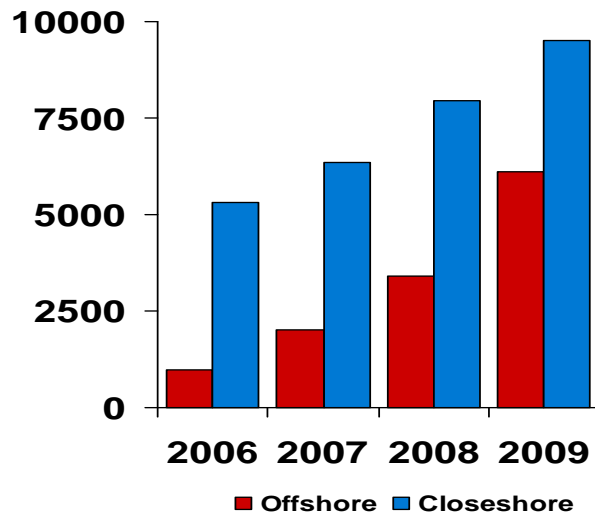
- » Shared service centers provide common infrastructure for all Atos Origin staff

Global Sourcing Centers for SI: Critical size across the regions through specialization



French clients	IBM Mainframe IBM Technologies	Primary offshore center SAP, Oracle .net, J2EE	US time zone Ibero-European clients SAP configuration services, CRM
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SI: In 2007, progress on global sourcing has been best-in-class (70% organic growth)



Offshore

- » New centers in Mumbai and Bangalore; new campus in Pune in 2009
- » New center in Curitiba
- » Expansion in Morocco

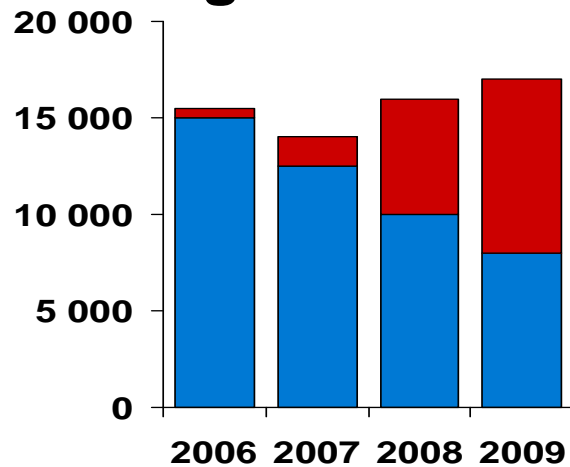
Closeshore

- » Delocalization plans in all countries (e.g. 700 staff from Paris to regions)
- » Germany: Meppen
- » Spain: Valladolid
- » UK: Nottingham

Certification

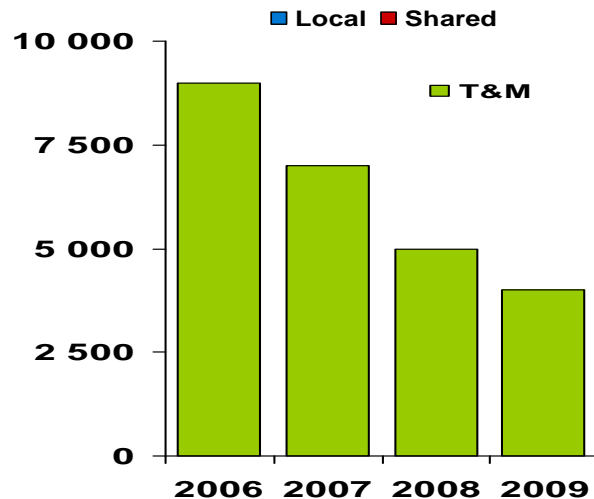
Number of staff CMMI3+ certified multiplied by 6 between 2006 and 2009

Substantial progress has been achieved in SI tooling



Tooling

- Shared service center for development & maintenance tools
- » Testing factory
- » Requirements Management
- » Project Management
- » Productivity Management
- » Data Mining
- » Configuration Management



Operating Model

- » Software Development and Maintenance Centers” (SDMC)
- » Global Software Engineering Process Group (SEPG)
- » T&M part decreasing significantly for all

key enablers for global Sourcing and Industrialization

Renault (Industrialization and Global Sourcing @ work)

- » 5y Application Management Outsourcing
- » Customer facing unit in Paris managing delivery centers in France (closeshore), Spain, India and Brazil
- » Common processes, tools and metrics
- » Implementation of Industry standards (CMMI) consistently through all locations
- » Output based pricing with contractually committed cost savings through
 - » Productivity improvements (CMMI)
 - » Global Sourcing
 - » Enterprise Architecture (Consulting)



Early large European AM outsourcing with successful delivery

ChemChina (ACSIMO @ work)

SAP Consulting and Systems Integration

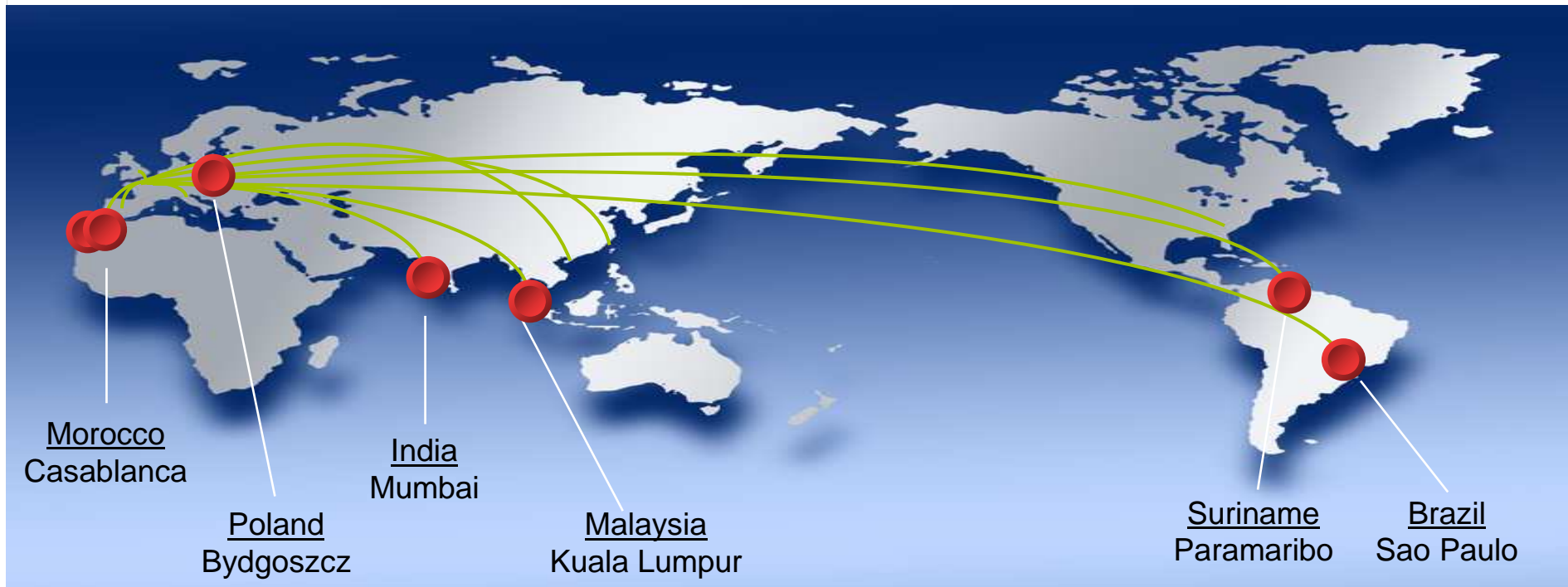
1. Jan '07: Business and IT Consulting program successfully delivered out of UK and China
 2. Sep '07: Global Strategic Partnership Framework Agreement for BC and IT
 3. Oct '07: Signature of initial SAP implementation deal for systems integration in APAC
- » Competence Centers: Support from SAP-MMT competence center in Walsrode (DE) and TCC in Brussels (BE)



Successful Consulting engagement opening up significant SI opportunities

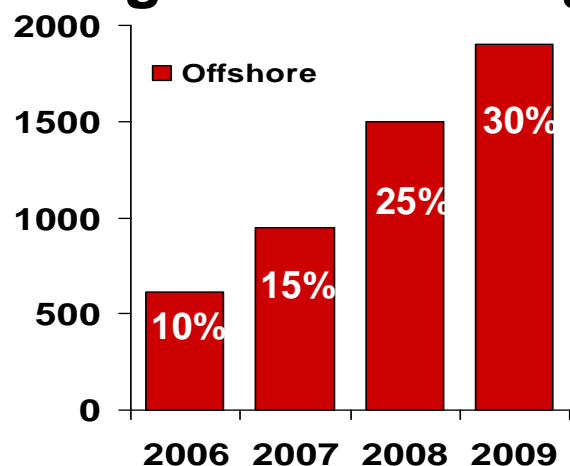
Atos Origin Global Sourcing Model for MO

Distributed delivery through standard processes and tools



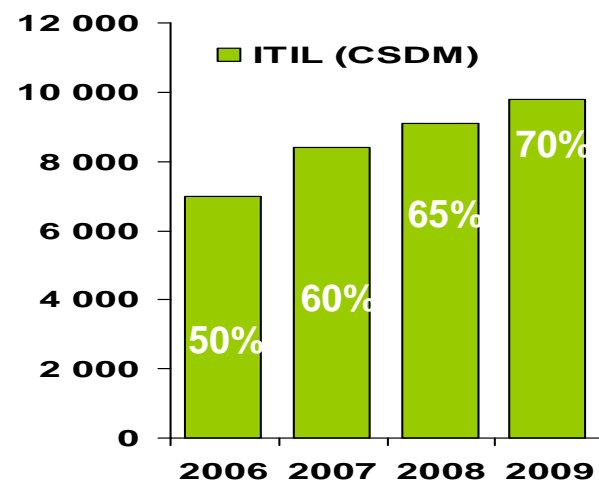
Service Desk	Service Desk	Op. Center	Service Desk	Service Desk	Service Desk
Op. Center	Op. Center	Level 2	Op. Center		Op. Center
	Level 2				Level 2

MO: Significant progress has been achieved on global sourcing & ITIL



Offshore

- » Service Desk, EMC and 2nd level support
- » Built in the Service Portfolio
- » Activities are moved offshore



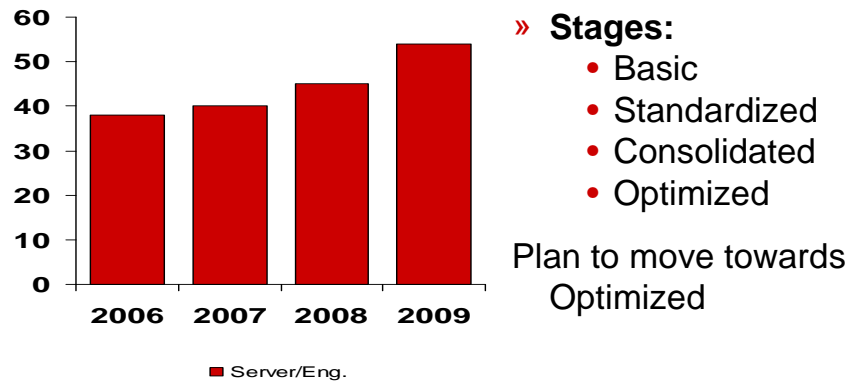
Global Processes

- » Continuous Service Delivery Model (CSDM)
 - 100% ITIL compliant
 - Globally deployed
 - > 7,000 CSDM certified operational staff worldwide

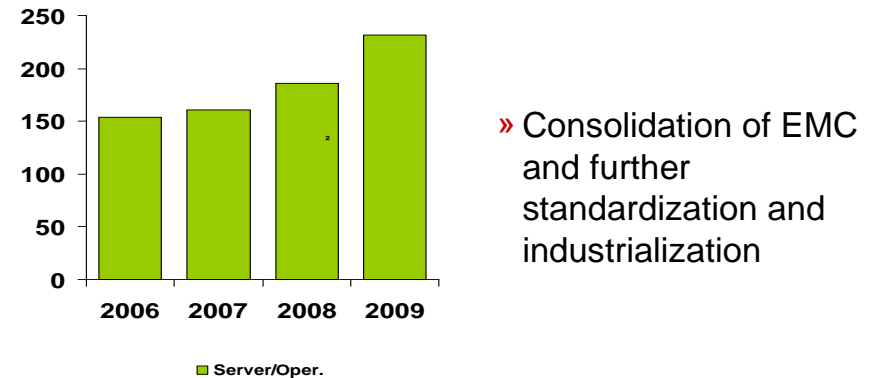
Well on track for balanced sourcing

MO: Significant progress has been achieved on global sourcing & ITIL

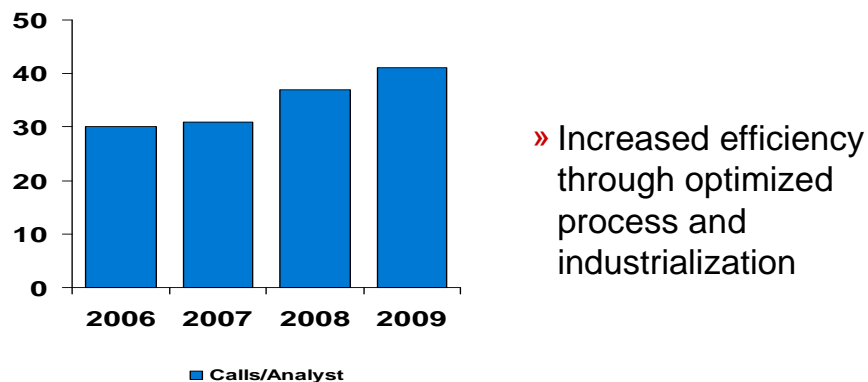
Server Management



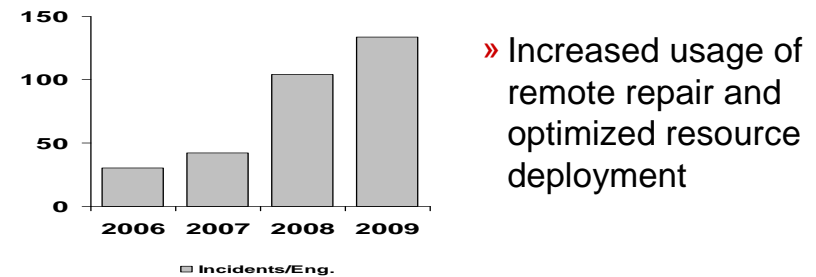
Monitoring Center (EMC)



Service Desk



Field Services



Significant efficiency improvement

Alstom Global Delivery Model

Global support for > 48.000 seats and 53 countries



Alstom phase 1 (seats):

Belgium (1.024), Brazil (2.323), Canada (1.050), France (12.000), Germany (4.085), India (1.400), Ireland (50), Italy (2.868), Mexico (365), Netherlands (107), Poland (1.776), Portugal (227), Spain (1.381), Sweden (925), Switzerland (6.208), UK (3.865) and US (4.630).

 On-shore  Near/off-shore

Alstom phase 2:

Argentina, Australia, Bahrain, Bulgaria, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Dubai, Egypt, Estonia, Greece, Hong Kong, Hungary, Indonesia, Japan, Korea, Latvia, Malaysia, New Zealand, Norway, Panama, Peru, Philippines, Romania, Russia, Saudi Arabia, Slovakia, Taiwan, Thailand, Turkey, UAE, Venezuela and Vietnam (with 3.745 seats combined).

In summary...



- » Atos Origin owns a **vast amount of industry, technology and process expertise.**
- » We are increasing the **leverage of our scale and presence** in order to **design, build and globally operate innovative solutions** faster, more efficiently and to a higher level of quality.

- 1 Global Sourcing
- 2 Industrialization
- 3 Innovation

are key elements of this strategy

- » We will deliver these elements through a **common operational model** to **best-in-class industry standards**



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