Atos Origin 2006 Revenues and Transformation Plan

Paris, 5 February 2007
Agenda

» 2006 HIGHLIGHTS

» 2006 FINANCIAL PERFORMANCE

» TRANSFORMATION PLAN

» 2007 OBJECTIVES
Disclaimers

» The 2006 figures in this presentation are unaudited

» Operating Margin definition: Operating margin comprises operating income before stock options charges, capital gains or losses on the disposal of assets, reorganization and rationalization costs, impairment losses on long-term assets, net charge to provisions for major litigation and the release of opening balance sheet provisions no longer needed.

» This presentation contains further forward-looking statements that involve risks and uncertainties concerning the Group’s expected growth and profitability for 2007. 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 2005 annual report filed with the Autorités des Marchés Financiers (AMF) on 15 May 2006 as a Document de Référence under the registration number : D06-402
2006 Financial highlights

» Revenue at EUR 5,397 M with organic growth at +1.5% in line with objective announced in October

» Operating margin before equity-based compensation at 5.0% impacted by UK and Italian operations

» Underlying net debt was reduced by EUR 120 M to EUR 60 M at year-end 2006, excluding acquisition of Banksys and BCC in December. Including Banksys and BCC, year end net debt is EUR 360 M
2006 Business highlights

» Acquisition of Banksys and BCC: major step in the construction of Atos Origin’s pan-European payment services activities

» UK business strongly impacted by:
  » Delays of major contract signings to H2 2006
  » Extra costs to complete on difficult projects, mainly in SI
  » Low utilisation in Consulting

» Full-year order entry at EUR 6.8 bn – H2 positively impacted by the signatures of all the expected major long term UK contracts

» In Italy, deterioration of market conditions and beginning of restructuring

» NYSE / Euronext merger to benefit Atos Euronext Market Solutions
Main contracts won in H2 2006

» Outsourcing
- United Kingdom: Department for Constitutional Affairs (DCA), NHS Scotland renewal, National Farmers Union Mutual
- Netherlands: ING, Delta, Telegraaf

» Systems Integration
- United Kingdom: Government Gateway portal
- Brazil: Rio Panamerican Games

» Business Process Outsourcing
- United Kingdom: 2 NHS Diagnostics centers, Rail Settlement Plan

» Consulting
- Asia: ChemChina
Agenda

- 2006 HIGHLIGHTS
- 2006 FINANCIAL PERFORMANCE
- TRANSFORMATION PLAN
- 2007 OBJECTIVES
### Operating Performance

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>FY 2006</th>
<th>FY 2005</th>
<th>% organic growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>5,397</td>
<td>5,459</td>
<td>+1.5%</td>
</tr>
<tr>
<td>Operating Margin before equity-based compensation</td>
<td>270</td>
<td>413</td>
<td></td>
</tr>
<tr>
<td>Operating Margin % before equity-based compensation</td>
<td>5.0%</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td>Equity-based compensation</td>
<td>-23</td>
<td>-14</td>
<td></td>
</tr>
<tr>
<td>Operating Margin after equity-based compensation</td>
<td>247</td>
<td>399</td>
<td></td>
</tr>
<tr>
<td>Operating Margin % after equity-based compensation</td>
<td>4.6%</td>
<td>7.3%</td>
<td></td>
</tr>
</tbody>
</table>

From 2006, the Group integrates equity-based compensation costs into the operating margin.
## Performance by geographical area

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>Revenue</th>
<th>Operating margin before equity-based compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2006</td>
<td>FY 2005 (*)</td>
</tr>
<tr>
<td>France</td>
<td>1,666</td>
<td>1,526</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>1,021</td>
<td>1,167</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>1,051</td>
<td>1,018</td>
</tr>
<tr>
<td>Germany + Central Europe</td>
<td>592</td>
<td>562</td>
</tr>
<tr>
<td>Rest of EMEA</td>
<td>734</td>
<td>698</td>
</tr>
<tr>
<td>Americas</td>
<td>202</td>
<td>201</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>131</td>
<td>145</td>
</tr>
<tr>
<td>Corporate (incl. Global SL)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>5,397</strong></td>
<td><strong>5,317</strong></td>
</tr>
</tbody>
</table>

Corporate costs shown as a % of total revenue

(*) Revenue organic growth : at constant scope and exchange rates
9

» 4 big contracts affecting revenue by 140 M€ (3 in MO and 1 in Consulting)

» Extra costs to complete on difficult SI contracts for EUR 47 M

» Consulting utilisation rate at 51% in December

» Delays in new business, all signed in Q4

» Impairment test expected to result in goodwill depreciation in a range of EUR 273 M to EUR 323 M

» Progress on action plan:
  » Keith Wilman appointed as new CEO
  » 4 new partners recruited in Consulting
  » SI sales teams reorganized
  » Major restructuring and cost cutting program initiated in Q4
Italy

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>FY 2006</th>
<th>FY 2005</th>
<th>% Organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>275</td>
<td>280</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Operating margin before equity-based compensation</td>
<td>-11.0</td>
<td>14.0</td>
<td></td>
</tr>
<tr>
<td>Operating margin rate before equity-based compensation</td>
<td>-4.0%</td>
<td>5.0%</td>
<td></td>
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</tbody>
</table>

» Deterioration of market environment, price pressure
» Slight revenue decrease in 2006, operating loss
» Impairment test led to a full depreciation of goodwill by EUR 77 M in 2006
» Implementation of recovery program started in Q4:
  » Appointment of Arnaud Ruffat as new CEO
  » New organization, Business Unit oriented
  » Reduced management layers by taking out top tiers
  » Re-profiling of skill mix towards high growth specialities
  » Reduction of about 10% of the workforce
  » Reduction of subcontractors
  » Cost cutting program (Indirect costs, logistics and housing)

Italian restructuring to ensure sustainable profitability in the future
Consulting

France, The Netherlands and Spain demonstrate good performance:
- +7.9% organic growth
- 10.6% operating margin

Weak performance in the UK entirely due to a shortfall in new business to replace the MOD ramp down
- Significant decline of utilisation rate in the UK

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>FY 2006</th>
<th>FY 2005</th>
<th>% Organic</th>
<th>% Organic excl. UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>406</td>
<td>449</td>
<td>-8.1%</td>
<td>+7.9%</td>
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<tr>
<td>Operating margin before equity-based compensation</td>
<td>36.7</td>
<td>70.8</td>
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<tr>
<td>Operating margin rate before equity-based compensation</td>
<td>9.1%</td>
<td>15.7%</td>
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<tr>
<td>Headcount at closing (Dec)</td>
<td>2,698</td>
<td>2,734</td>
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</table>

Operating margin includes Global Service Lines costs both in 2006 & 2005
Systems Integration

Strong revenue growth in most of the countries, except UK and Italy

Double digit operating margin in Netherlands

Low operating margin in the other main countries

Application Management revenue growth :+14%

Good level of utilisation rate at 81%

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>FY 2006</th>
<th>FY 2005</th>
<th>% Organic</th>
<th>% Organic excl. UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2,243</td>
<td>2,254</td>
<td>+2.1%</td>
<td>+4.3%</td>
</tr>
<tr>
<td>Operating margin before equity-based compensation</td>
<td>68.9</td>
<td>137.1</td>
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</tr>
<tr>
<td>Operating margin rate before equity-based compensation</td>
<td>3.1%</td>
<td>6.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Headcount at closing (Dec)</td>
<td>24,836</td>
<td>23,721</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Operating margin includes Global Service Lines costs both in 2006 & 2005
## Managed Operations

### Revenue
- **Organic** excl. UK: +6.0%
- **Organic** excl. UK: +6.0%

### Operating margin before equity-based compensation
- FY 2006: 235.7
- FY 2005: 258.5

### Operating margin rate before equity-based compensation
- FY 2006: 8.6%
- FY 2005: 9.4%

### Headcount excluding Banksys at closing (Dec)
- FY 2006: 21,106
- FY 2005: 21,036

### Revenue Breakdown

<table>
<thead>
<tr>
<th>Region</th>
<th>FY 2006</th>
<th>FY 2005</th>
<th>% Organic</th>
<th>% Organic excl. UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>66%</td>
<td></td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>14%</td>
<td></td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>The Netherlands</td>
<td>8%</td>
<td></td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Germany + Central Europe</td>
<td>3%</td>
<td></td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>EMEA</td>
<td>12%</td>
<td></td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Americas</td>
<td>4%</td>
<td></td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>6%</td>
<td></td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Managed Services</td>
<td>14%</td>
<td></td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>AEMS</td>
<td>12%</td>
<td></td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Atos Worldline</td>
<td>14%</td>
<td></td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Medical BPO</td>
<td>6%</td>
<td></td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

- **France**
- **UK**
- **The Netherlands**
- **Germany + Central Europe**
- **EMEA**
- **Americas**
- **Asia Pacific**
- **Managed Services**
- **AEMS**
- **Atos Worldline**
- **Medical BPO**

- +6.0% organic growth in 2006 excluding UK
- Book to bill ratio in MO of 129%
- Atos Worldline generated +5% organic growth and represents 14% of total MO at double-digit margin
- AEMS generated +21% organic growth including Liffe contract and represents 12% of total MO business at double-digit margin
- Medical BPO: 2 NHS Diagnostics centers signed for 2007 ramp-up
Strong year-end order entry

» Year-end full backlog increased to EUR 8.3 Bn representing 1.5 years of revenues against EUR 7.4 bn at the end of 2005 or 1.4 years of revenues.

» Book to bill ratio in 2006 was 116% due to strong order entry in H2 (139% vs. 93% in H1)
Improved cash flow

» Net debt fell by EUR 120 M to EUR 60 M at year-end, excluding Banksys and BCC acquisition financed in December 2006 for EUR 300 M. Including

» Reduction in net debt:
  » Due to strong operating cash flow
  » After significant seasonal inflow of working capital in H2
  » With CAPEX at about 3.8% of revenues

» Including Banksys and BCC, total net debt at EUR 360 M
Successfully Transforming Atos Origin

Paris, February 5, 2007
3 objectives over 3 years

» Atos Origin has grown rapidly over the last 15 years (sales multiplied by 18)

» Since mid 06, Management Board has identified that a new organization evolution was required

» With 3 objectives:

- Accelerate organic growth capabilities
- Improve operational efficiency
- Operate as a Global Company
New governance

Management Board

Creation of an Executive Committee focusing on
» Business priorities
» Consistent, rigorous and focused business management

Implementation of new scorecard for top management based on
» Operating margin
» External revenues
» Net debt
» Transformation plan success
# New Management Board Responsibilities

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bernard Bourigeaud</td>
<td>CEO</td>
<td>Major Events, AEMS</td>
</tr>
<tr>
<td>Philippe Germond</td>
<td>Asia Pacific, N. America, Atos Worldline</td>
<td>Sales &amp; Markets, Offshoring, Transformation Plan</td>
</tr>
<tr>
<td>Eric Guilhou</td>
<td>CFO, HR</td>
<td>Purchasing, IT</td>
</tr>
<tr>
<td>Dominique Illien</td>
<td>France, Germany, Italy, Spain, EMEA, S. America</td>
<td>Managed Operations</td>
</tr>
<tr>
<td>Wilbert Kieboom</td>
<td>Benelux, UK</td>
<td>Consulting &amp; Systems Integration, MarCom</td>
</tr>
</tbody>
</table>
Creation of the Executive Committee

Principles

» A dedicated forum for **Operational Management** of the Group
  » Will be the operational link between the group and the Management Board
  » Allows the Management Board to focus on developing the group

» Increase exchanges and collaboration between Operations, Service Lines, Sales and Functions

Members

» Management Board Members

» CEOs of 6 key countries (France, Netherlands, Germany, UK, Italy, Spain) and Head of Atos Worldline

» Heads of Global Services Lines (Consulting, Systems Integration, Managed Operations)

» Head of Group Sales & Markets

» Head of key Support Functions (Finance, HR, Legal)
## Strong new managers appointed

<table>
<thead>
<tr>
<th>Name</th>
<th>Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michel-Alain Proch</td>
<td>Michel-Alain Proch, 38, joined Atos Origin in 2006 as Group Senior VP Internal Audit and Risk Management. In 2003, he was appointed CEO Managed Services.</td>
</tr>
<tr>
<td>Keith Wilman</td>
<td>Keith Wilman, 55, has over 25 years experience in the information technology field. He was previously President and CEO of CSC’s European Group Northern Region (UK, Ireland and The Netherlands). Prior to joining CSC in 1997, Keith was managing director of Easams Ltd.</td>
</tr>
<tr>
<td>Arnaud Ruffat</td>
<td>Arnaud Ruffat, 44, joined the Atos Origin Group in 1988 and held various management positions within the company, including Chief Financial Officer and Business Unit Manager. In 2003, he was appointed CEO Managed Services.</td>
</tr>
<tr>
<td>Ludo van den Kerckhove</td>
<td>Ludo Van den Kerckhove, 48, has more than 20 years experience in various management positions. In 1985 he joined Electrabel where he held management positions such as Chief Information Officer.</td>
</tr>
<tr>
<td>Rob Pols</td>
<td>Rob Pols, 47, has built a considerable track record in the IT services and consultancy market place. Since 2005 he occupied the position of general manager and Chief Operating Officer at Fujitsu Services in the Netherlands.</td>
</tr>
<tr>
<td>Didier Zeitoun</td>
<td>Didier Zeitoun, 42, joined Atos Origin when Odyssé was acquired in 2000. He then managed the French consulting operations of Atos Origin until 2003, and has managed the French Systems Integration until now. Before joining, he worked with Accenture and Altis.</td>
</tr>
<tr>
<td>Michel-Alain Proch</td>
<td>Michel-Alain Proch, 38, joined Atos Origin in 2006 as Group Senior VP Internal Audit and Risk Management. He started his career with Deloitte &amp; Touche and held various management positions with Hermès. Most recently, he was CFO for North and South America, based in New York.</td>
</tr>
<tr>
<td>Patrick Adiba</td>
<td>Patrick Adiba, 44, is also in charge of the Olympic Games and major events. Most recently he served as Vice President Human Resources of SchlumbergerSema, and General Manager of its Latin America branch.</td>
</tr>
<tr>
<td>Global Sales &amp; Markets</td>
<td></td>
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<tr>
<td>Group Finance</td>
<td></td>
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<tr>
<td>CEO Netherlands</td>
<td></td>
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<tr>
<td>CEO Italy</td>
<td></td>
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<tr>
<td>CEO Belgium</td>
<td></td>
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<tr>
<td>CEO UK</td>
<td></td>
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<tr>
<td>CEO France</td>
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</tbody>
</table>
From Geographies to Matrix

From

Management Board
Support Functions
GMO
C&SI
Region 1
Region 2
Region 3
Region 4
AEMS

To

Management Board
Group Sales & Markets
Consulting
Systems Integration
Managed Operations
Support Functions

F
G
SP
NL
UK
ITL
ROW
AEMS
WL
Sales & Markets Organization

» One member of Management Board responsible for sales at Group level

» 7 priority markets:
  » Finance, Telecom, Manufacturing, Utilities, Retail, Healthcare, Public Sector

» Markets responsible for
  » Market strategy and development plan based on business solutions from the Service Lines
  » Re-use of proven winning solutions across geographies and clients
  » Cross-border business development for clients

» A new consistent sales structure implemented in all countries with one Country Sales director in each country

» A greater share of Sales resources (people and budget) will be dedicated to new accounts development

» In order to attract, retain and develop the best sales talents on each of its markets, a Sales University will be created before end 2007
Global Service Lines responsibilities

» Service Line Strategy
» P&L
» Innovation and R&D
» Large deals support
» Industrialization
  » Tooling
  » Offshoring
  » Cost management
» Portfolio, packages, and global partnerships
» Best practices sharing
Global Finance, Purchasing and HR

» Centralisation of Purchasing

» Dual reporting of Country / Service Line CFOs to Group Finance and to Country CEO / Service Line leader

» Dual reporting of country HR to Group HR and to Country CEO
# 303 PLAN

3 objectives over 3 years

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Initiative sponsor</th>
<th>Initiative leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clients/ Offer</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Sales</td>
<td>P. Germond</td>
<td>P. Adiba</td>
</tr>
<tr>
<td><strong>Global Delivery</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Industrialization</td>
<td>W. Kieboom</td>
<td>C. Aulagnon</td>
</tr>
<tr>
<td>» Offshoring</td>
<td>P. Germond</td>
<td>H. Tardieu</td>
</tr>
<tr>
<td>» MO Global factory</td>
<td>D. Illien</td>
<td>F. Delacourt</td>
</tr>
<tr>
<td><strong>Talents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Talents</td>
<td>E. Guilhou</td>
<td>J-P. Fieux</td>
</tr>
<tr>
<td><strong>Support Functions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>» Finance, HR and IT</td>
<td>E. Guilhou</td>
<td>M-A. Proch</td>
</tr>
<tr>
<td>» Purchasing</td>
<td>E. Guilhou</td>
<td>A. Fischer</td>
</tr>
</tbody>
</table>

Bottom up initiatives lead by operational managers

improvement program under the leadership of Philippe Germond
Launch of the **303 PLAN**

"3 objectives over 3 years"

- **Operate as a global company**
  - Industrialization
  - Offshoring
  - MO Global factory
  - Support functions
  - Purchasing
  - Talents

- **Accelerate organic growth capabilities**

- **Improve operational efficiency**
  - Portfolio review and optimization
  - Global and focused sales

**REVENUES**

**COSTS**
Industrialization through standardization

Industrialization is based on
» Standardization of processes and tools
» Codification and transfer of knowledge & best practices
» Moving from craftsmanship to output driven production

It enables
» Organic growth by freeing-up time of resources
» Higher competitiveness that pushes-up win ratios
» Lower cost
» Operating as a global company sharing know-how and tools

7 key projects of SI industrialization

1. Testing factory
2. Business requirement
3. Software production line
4. Data mining tool
5. Project management
6. Productivity Management
7. Configuration management
Systems Integration Industrialization projects

1. Testing factory
   » Harmonized tools and processes, with transversal units showing best practice

2. Business requirement
   » Standard process and repository of projects effort; leads to better commercial estimates; simpler design; lower testing effort

3. S.W production line
   » Standardized development environment called "Dev. forges" with automation

4. Data Mining tool
   » Use of application cartography to ease bug-finding and get more accurate commercial estimates of AM-contract

5. Project management
   » Single tool enforcing project management best practices
   » Strong risk management

6. Productivity management
   » Standard tools and operational KPIs, enabling productivity tracking

7. Configuration mgt.
   » Use a standard set of tools to enable exchange of sources between sites in an FO/BO operating model

Operational changes

Advantage for business
- Reduced lead times
- Cost reduction
- Better commercial estimates
Systems Integration industrialization and offshoring

Market readiness for offshoring
(2006 % AO FTEs Offshore in SI)

Spain (0%)
Italy (0%)

» Launch industrialization
» Enable close-shoring

France (1.5%)
Germany (3%)

» Strengthen industrialization
» Concentrate activities into "factories"
» Reap full potential of close-shoring
» Launch-offshoring and FO / BO

Belgium (1.5%)
Netherlands (6%)
UK (5%)

» Finalize industrialization
» Delocalize factories under FO/BO
» Optimize global delivery

US (40%)

Organization and Governance aligned to accelerate offshoring

Industrialization level
For Atos Origin’s mix of geographies, businesses and customers, SI offshorability is around 40%

Share of SI work offshorable

<table>
<thead>
<tr>
<th></th>
<th>Business analysis</th>
<th>Design</th>
<th>Dev</th>
<th>Test and integration</th>
<th>Validation</th>
<th>Acceptance</th>
<th>Deployment</th>
<th>Contract Mgt</th>
<th>Project Mgt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom projects</td>
<td></td>
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<td>Package projects</td>
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</table>
By end 2009, Atos Origin will offshore 50% of SI offshorable activity: from 6% to 20%

Balanced Global shoring is based on "performing activities where they belong"

It enables:
» Enhanced competitiveness (lower blended rate)
» Offshore positions to be able to better answer to existing customers
» Right balance of price, customer proximity & skills

<table>
<thead>
<tr>
<th>Shore</th>
<th>Location</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onshore</td>
<td>Capital cities, e.g., Paris, London</td>
<td>Customer proximity</td>
</tr>
<tr>
<td>Closeshore</td>
<td>National provinces, e.g., Bordeaux, Birmingham</td>
<td>Quick and easy access (same language, geographic proximity) at lower cost</td>
</tr>
<tr>
<td>Nearshore</td>
<td>Cheap neighboring countries, e.g., Morocco</td>
<td>Same time-zone, easy access, lower cost, language</td>
</tr>
<tr>
<td>Offshore</td>
<td>Transitioning countries, e.g., India</td>
<td>Very low cost</td>
</tr>
</tbody>
</table>
Atos Origin’s plan to succeed in offshoring/nearshoring

Goal

20% of SI offshored / nearshored by end 2009

Why will we succeed?

» Increased maturity / awareness with regards to offshoring in Atos Origin countries

» New organization model

» One Management Board member in charge of offshoring

» Targeted sales effort

» Incentive scheme (each country head has an offshoring target)

» Roll-out of industrialization
Global delivery of Managed Operations through a MO Global factory

MO Global factory is based on
» Standardization, productivity and tooling
» Consolidation of assets
» Standardization of processes and tools
» Relocation
» Reorganization

It enables
» Organic growth by being most competitive and more reactive
» Increased operational performance and agility
» Lower cost
» Synergies between countries
» Global Delivery

6 key projects of MO Global factory
1. One Global Delivery model
2. Datacenter architecture redesign
3. Mainframe centers consolidation
4. Server Management optimization
5. Service desk productivity enhancement
6. Offshore execution maximization
Roadmap to build the MO Global factory

Target global factory Operating Mode

Clean Up/ Standardization
- »Immediate optimization opportunities
- »Agile and competitive delivery architecture

Consolidation/ Automation
- »Efficiency-driven operating mode

Lean operation
- »Efficiency-driven operating mode

Offshoring
- »Systematic use of offshoring opportunity as of today

Current projects

1. One Global delivery
2. Datacenter architecture redesign
3. Mainframe centers consolidation
4. Server Management optimization
5. Service desk productivity enhancement
6. Offshore execution maximization
Examples of operational changes thanks to MO Global factory

**One Global Delivery**
- Synergies through centralization of tools and processes management
- Roll-out of standardized delivery model

**Datacenter architecture**
- Optimized number of data centers (31 today in Europe) with twin technology to improve reliability and ensure business growth while reducing cost / m²
- One consolidated European high-performance center

**Mainframe consolidation**

**Server Management optimization**
- Standardization of tools and processes, best practice sharing
- Increased productivity
- Optimized server management

**Service Desk productivity**
- Increased productivity and first call resolution
- Industrialization
- Consolidation
Balanced Global Shoring

- **Nearshore**
  - Same time zone
  - Ease of access
  - Cultural Similarities

- **Offshore**
  - Low cost
  - Capacity
  - Response time
  - Quality

- **Close-shore**
  - Quick and easy access
  - Lower cost

- **Onshore**
  - Customer proximity
  - High skill level
  - Proximity

Organic Group Target 2009:
- 5200 FTEs offshore
- 900 FTEs nearshore
Rationalization of support functions (Finance, HR and IT)

Key objectives

**Finance function**
- Improve support to business
- Enhance the control of operation
- Participate to the saving efforts of the group

**HR**
- Improve support to business: focus on value added activities, empowerment of employees
- Harmonize processes and upskill employees
- Participate to the saving efforts

**IT**
- Improve support to business & functions
- Define & implement single ERP
- Optimize infrastructures

1. Creation of a near-shored service center for finance and HR back offices
2. Harmonisation of IT
3. Alignment to benchmarks
Global Purchasing

3 key projects of Global Purchasing

1. Consolidation of purchasing power
2. Implementation of standardized processes and enabling tools (including e-tools) across the organization
3. Supplier base rationalization

Main savings are expected from:
- PCs and servers
- Travel
- Storage
- Midrange
- Telecom
- Recruiting fees
- Subcontractors
- Housing & Logistics

Global purchasing

» Vertical integration of organization
» Consolidation of supplier base
» Standardized processes and enabling tools
» Change in mindsets and behaviors
Attract, develop and retain best talents

3 key projects of talent management

1. Performance Management

2. Relay Mobility Program

3. GOLD: Global Organizational Leadership Development program
Transformation implementation

» All projects allocated to one Management Board or Executive Committee member

» Detailed analysis driven by countries and service lines

» Program structured around 60 projects identified

» Clear roadmap developed for each project

» Monthly review of progress by Executive Committee with project leader and CFO

» Quarterly communication on progress

» Incentives linked to performance
Financial Impact of 303 PLAN

2009 operating margin improvement

- Systems Integration: + 1.5 to 2.0 pt on SI revenues
- Managed Operations: + 1.0 to 1.5 pt on MO revenues
- Non Industrial Purchasing: + 0.5 to 1.0 pt on Group revenues
- Finance, HR & IT: around + 0.5 pt on Group revenues
Agenda

» 2006 HIGHLIGHTS

» 2006 FINANCIAL PERFORMANCE

» TRANSFORMATION PLAN

» 2007 OBJECTIVES
2007 Priorities

» Generate 8.5% of top line growth

» Recovery of operating margin in the UK and in Italy

» Strengthened management team and organization

» Focused execution of the Transformation Plan

» Development of Atos Worldline, Atos Euronext Market Solutions and Medical BPO

» Improvement of operating margin rate before Transformation costs
Double our operating margin, assuming a cautious top line growth
Atos Origin 2006 Revenues and Transformation Plan

Paris, 5 February 2007