Atos Origin Q1 2007 Revenues

Conclusion of Group review of strategic options

Paris, 14 May 2007
Disclaimers

- 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 2006 annual report filed with the Autorités des Marchés Financiers (AMF) on 6 April 2007 as a Document de Référence under the registration number : D07-302
Agenda

» CONCLUSION OF REVIEW OF STRATEGIC OPTIONS

» Q1 2007 HIGHLIGHTS

» Q1 2007 FINANCIAL PERFORMANCE

» STATUS ON TRANSFORMATION PLAN

» 2007 OUTLOOK
Conclusion of review of strategic options

» Strategic review announced 26 March 2007 following expressions of interest

» Indepth but short review process without disruption to operations

» No binding offers at end of process, few private equities familiar with IT sector therefore reference price difficult to achieve

» Supervisory and Management Board unanimous in decision to continue to pursue stand-alone option as best value creating strategy for all stakeholders on the basis of the execution of the transformation plan

» Performance on track, transformation plan gaining momentum, strong client base, recurring revenues and healthy financial situation

» Accelerate development in payment sector capitalizing on strength of Atos Worldline

» Pursue development opportunities in Asia

» Objective of doubling operating margin in absolute value by end 2009 confirmed
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Q1 2007 Financial highlights

» Revenue at EUR 1,435 M with top line growth at +6.9% and organic growth at +2.5%

» Underlying net debt of EUR 411 M compared to EUR 360 M as of 31 December 2006

» Transformation Plan well on track

» UK action plan in progress

» Italy restructuring in progress with some delay
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» 2007 OUTLOOK
## Q1 2007 – Revenue organic growth

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>Q1 2007</th>
<th>Q1 2006</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue reported for Q1 2006</td>
<td>1,435</td>
<td>1,342</td>
<td>+6.9%</td>
</tr>
<tr>
<td>Acquisition</td>
<td>(65)</td>
<td>(5)</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td></td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>Exchange Rate impact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organic growth</td>
<td>1,370</td>
<td>1,336</td>
<td>+2.5%</td>
</tr>
</tbody>
</table>
## Performance by geographical area

<table>
<thead>
<tr>
<th>In € Millions</th>
<th>Revenue</th>
<th>% Current growth</th>
<th>% Organic growth*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Q1 2007</strong></td>
<td><strong>Q1 2006</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>France</strong></td>
<td>398</td>
<td>405</td>
<td>-1.7%</td>
</tr>
<tr>
<td><strong>United Kingdom</strong></td>
<td>273</td>
<td>270</td>
<td>+1.2%</td>
</tr>
<tr>
<td><strong>The Netherlands</strong></td>
<td>273</td>
<td>259</td>
<td>+5.6%</td>
</tr>
<tr>
<td><strong>Germany + Central Europe</strong></td>
<td>143</td>
<td>143</td>
<td>+0.2%</td>
</tr>
<tr>
<td><strong>Rest of EMEA</strong></td>
<td>257</td>
<td>186</td>
<td>+38.4%</td>
</tr>
<tr>
<td><strong>Americas</strong></td>
<td>55</td>
<td>47</td>
<td>+17.3%</td>
</tr>
<tr>
<td><strong>Asia Pacific</strong></td>
<td>35</td>
<td>33</td>
<td>+7.3%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>1,435</strong></td>
<td><strong>1,342</strong></td>
<td>+6.9%</td>
</tr>
</tbody>
</table>

(*) Revenue organic growth: at constant scope and exchange rates
Revenue mix by geography

Q1-07

- Americas 4%
- Asia Pacific 3%
- Rest of EMEA 14%
- Germany + Central Europe 10%
- The Netherlands 20%
- United Kingdom 20%
- France 29%

Q1-06

- Americas 3%
- Asia Pacific 2%
- Rest of EMEA 14%
- Germany + Central Europe 11%
- The Netherlands 19%
- United Kingdom 21%
- France 30%

At constant scope and exchange rates
UK 1/2

» Consulting
  ▪ Staff / profile mix underway and 50 staff restructured
  ▪ New organisation in place facing off Public, Private and Finance sectors
  ▪ Utilisation rates from 51% in December 2006 to 63% in March 2007:
    +6 points coming from restructuring
    +6 points coming from more volume
  ▪ Book to bill ratio in Q1 07 of 114%

» Systems Integration
  ▪ Industrialization underway – test factory running in Nottingham
  ▪ Off-shoring volume target increased at 250 staff this year
  ▪ Professional services organisation now up and delivering results
  ▪ Restructuring underway; 70 staff left in Q1 and 60 in Q2 07
  ▪ Situation settled in 3 out the 4 difficult contracts from 2006
Managed Operations

- Transition of all contracts underway (DCA, NFUM, NHS Scotland, Gateway portal)
- Off-shoring to Malaysia and India in process

Medical Services

- NHS Diagnostics contract:
  - Early service contract in Q1 2007
  - Decision to postpone the start of the prime contract in agreement with the customer
  - Necessary ramp-up period for change management
  - Effect in revenue 2007 EUR 17 million
  - Set up of a clear sales operation to leverage opportunities within the NHS
Revenue decreased by 9.8% in Q1-07 vs Q1-06
Telecom sector growing
Regione Sicilia build contract continues to develop
Market environment still deteriorated and continued price pressure resulting in significant decrease of the ADR compared to Q1 2006
Management efforts resulted in the increase of utilisation rate at 79%
Industry remains the most difficult market particularly on Application Management and ERP
Critical size issue on Managed Operations, cluster initiated with France Managed Services to benefit from larger scale
Restructuring in process: 200 staff at the end of April 2007 on the total plan of 380
Reduction of subcontractors from 310 end of 2006 to 229 end of March 2007
Costs savings in housing and logistics with space reduction in each city and effect as of Q3 2007
Performance by service line

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Q1 2007</th>
<th>Q1 2006</th>
<th>% Current growth</th>
<th>% Organic growth*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>95</td>
<td>103</td>
<td>-8.0%</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>584</td>
<td>570</td>
<td>+2.5%</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Managed Operations</td>
<td>756</td>
<td>669</td>
<td>+13.0%</td>
<td>+3.4%</td>
</tr>
<tr>
<td>Total Group</td>
<td>1,435</td>
<td>1,342</td>
<td>+6.9%</td>
<td>+2.5%</td>
</tr>
</tbody>
</table>

(*) Revenue organic growth: at constant scope and exchange rates.
Revenue mix by service line

Q1-07

- Consulting: 7%
- Systems Integration: 43%
- Managed Operations: 50%
- Application Management: 14%

Q1-06

- Consulting: 8%
- Systems Integration: 42%
- Managed Operations: 50%
- Application Management: 16%

At constant scope and exchange rates
Revenue mix by sector

Q1-07

- Public Sector & Utilities: 27%
- Finance: 21%
- Transport: 6%
- Telecom & Media: 16%
- Process Industries: 7%
- CPG & Retail: 11%
- Manufacturing: 11%

Q1-06

- Public Sector & Utilities: 27%
- Finance: 20%
- Transport: 6%
- Telecom & Media: 17%
- Process Industries: 8%
- CPG & Retail: 9%
- Manufacturing: 12%

At constant scope and exchange rates
Backlog coverage

Q1-07

Revenue & Backlog 71.4%

To find 15.1%

Pipeline 13.5%

On the basis of +8.5% top line growth in 2007

Q1-06

Revenue & Backlog 70.1%

To find 15.3%

Pipeline 14.6%
### Staff Evolution

<table>
<thead>
<tr>
<th>Description</th>
<th>Opening Staff as of 31 December 2006</th>
<th>Closing Staff as of 31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening staff</td>
<td>49,841</td>
<td>50,100</td>
</tr>
<tr>
<td>Hiring</td>
<td>+2,702</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>(166)</td>
<td></td>
</tr>
<tr>
<td>Leavers</td>
<td>(2,090)</td>
<td></td>
</tr>
<tr>
<td>Lay-offs</td>
<td>(187)</td>
<td></td>
</tr>
</tbody>
</table>

**Total Change:**

- Hiring: +2,702
- Disposals: (166)
- Leavers: (2,090)
- Lay-offs: (187)

**Net Change:** +2,539
### Staff by geography

<table>
<thead>
<tr>
<th></th>
<th>Closing 31/12/06</th>
<th>Closing 31/03/07</th>
<th>% total</th>
<th>Change since opening</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>14,887</td>
<td>14,974</td>
<td>30%</td>
<td>+87</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>6,322</td>
<td>6,305</td>
<td>13%</td>
<td>(17)</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>8,248</td>
<td>8,503</td>
<td>17%</td>
<td>+255</td>
</tr>
<tr>
<td>Germany + Central Europe</td>
<td>3,882</td>
<td>3,724</td>
<td>7%</td>
<td>(158)</td>
</tr>
<tr>
<td>Rest of EMEA</td>
<td>10,443</td>
<td>10,648</td>
<td>21%</td>
<td>+205</td>
</tr>
<tr>
<td>Americas</td>
<td>2,774</td>
<td>2,518</td>
<td>5%</td>
<td>(256)</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>3,110</td>
<td>3,239</td>
<td>6%</td>
<td>+129</td>
</tr>
<tr>
<td>Corporate</td>
<td>181</td>
<td>189</td>
<td>0%</td>
<td>+8</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>49,847</strong></td>
<td><strong>50,100</strong></td>
<td><strong>100%</strong></td>
<td><strong>+253</strong></td>
</tr>
</tbody>
</table>
### Staff by service line

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Closing 31/12/06</th>
<th>Closing 31/03/07</th>
<th>% total</th>
<th>Change since opening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>2,698</td>
<td>2,631</td>
<td>5%</td>
<td>(67)</td>
</tr>
<tr>
<td>Systems Integration</td>
<td>24,836</td>
<td>24,376</td>
<td>49%</td>
<td>(460)</td>
</tr>
<tr>
<td>Managed Operations</td>
<td>22,132</td>
<td>22,904</td>
<td>46%</td>
<td>+772</td>
</tr>
<tr>
<td>Corporate</td>
<td>181</td>
<td>189</td>
<td>0%</td>
<td>+8</td>
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The objectives and assumptions presented to the market in February have been confirmed and transformed into concrete action plans.
# 303 Highlights in Q1 and Outlook for Q2

## Q1-07 progress

- **Sales University launched:**
  - Location found, official opening in May
  - Negotiations with partners underway
  - 250 Sales people to be trained in 2007, (target 2009: 1,100)
- **Sales Career Path design underway**

## Q2-07 milestones

- **Review of all existing sales resources**
- **Recruitment strategy for sales functions**
- **Re-allocation of part of sales resources to growth accounts**

## Industrialisation

- **Design of solutions launched** for 7 key projects
- Testing factory and Project Management launched in several countries

- **Solution definition completed**
- **Roadmap** for implementation in countries
- **Selection of tools**
303 Highlights in Q1 and Outlook for Q2

**Q1-07 progress**

**Offshoring**
- New offshoring governance in India (Change to a “cost center” model) has greatly increased demand for work to be done offshore
- We are ahead of projections made in February:
  - Forecast of demand in European countries 15% ahead of budget
  - Recruitments 20% ahead in India

**MS Global Delivery**
- All plans perfectly confirmed, very high level of maturity
- Initial scope extended for 2 key projects:
  - end-to-end service desk optimization
  - optimization of global service network and voice network
- Corresponding upsides are currently being assessed

**Q2-07 milestones**

**Offshoring**
- Launch of an aggressive recruitment plan in India
- Opening of a service delivery platform in Morocco (target: 100 recruitments in 07, 400 FTE in 2009)
- Pursuit of discussions regarding new offshore locations (Eastern Europe)
- Launch of a closeshore program in France

**MS Global Delivery**
- Completion of Data Center optimization plan
- Audits of Data Center candidates for closing
- Assessment of future role of 9 sites “under consideration”
- Roll-out of Tooling plan for Service Management Improvement
### 303 Highlights in Q1 and Outlook for Q2

#### Q1-07 progress

**Talents**
- Launch of **Global Talent Management** initiative and appointment of a **Talent Manager**
- Implemented a **single global performance management framework** supported by SAP
- Launch of a **career track development program** for highly demanded competencies
- Overall recruitment strategy review

**Finance, HR and IT**
- **Strengthening of power of the Support Functions** by implementation of a new organisation (dual reporting of Country / Service Line Functions to Group Functions and to Country CEO / Service Line leaders)
- Design of a **new controlling organization**
- Start of IT systems ptimization

#### Q2-07 milestones

**Talents**
- Implementation of a **new global recruitment strategy**
- Launch of **Relay - our international mobility program**
- Launch of our **top talent identification process**

**Finance, HR and IT**
- Focus on the **business case for the implementation of a Shared Services Center (SSC)**
- Recruitment of a **SSC Manager**
- Recruitment of a **new Group CIO**
303 Highlights in Q1 and Outlook for Q2

Q1-07 progress

» AT Kearney hired to pilot achievement of quick-wins on five priority categories
» Implementation of pilots on:
  » Subcontractors
  » PCs and Servers
  » Telecom Voice
  » Midrange Maintenance
  » Storage Virtualization

Q2-07 milestones

» Implementation of a strong, centralized purchasing organisation
» Implementation of a homogenous reporting across the group
» Extension of pilots to other categories (Travel, Housing…)
» Atos Consulting to be involved in the implementation of the new organisation and the procurement chain.
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2007 OUTLOOK

» 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
Questions

Paris, 14 May 2007
Atos Origin Q1 2007 Revenues

Conclusion of Group review of strategic options

Paris, 14 May 2007