Atos Origin
WORLDWIDE IT PARTNER

Atos Origin Full-Year 2007 Results

Paris, 15 February 2008

Disclaimers

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

» 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

- » **2007 Highlights & Strategy**
- » 2007 Operational performance
- » 2007 Financial performance
- » 2008 Outlook

Highlights & Strategy

» Highlights

» Strategic vision – Focus & scale

» Strong commercial dynamic

» Return to organic growth

» Acceleration of offshore momentum

» 3o3 Transformation plan

Highlights

2007 Objectives fully achieved

Actuals vs Objectives 5 February 2007

	Objectives	Actuals 2007
Revenue Top Line Growth	+8.5%	+8.5%
Revenue Organic Growth	+4.0%	+4.3%
Operating Margin before transformation costs	Operating Margin rate above 2006, i.e above 4.6%	5.4%
Operating Margin after transformation costs	Operating Margin above 2006 in absolute value, i.e. above EUR 247 M	EUR 272 M
Free Cash Flow	Slightly positive considering restructuring Italy / UK / 3o3 plan	EUR 22 M i.e. net debt at EUR 338 M

2007 Highlights

Governance

» New CEO, tightened Management Board and creation of the Group Executive Committee

Transformation Plan

» Launched and announced on 5 February 2007

» Significant achievements in 2007 mainly in Offshoring, Industrialization, Global Delivery, Purchasing

» Full speed now in all initiatives

Strong commercial trend

» Strong performance in the last quarter of 2007 with **EUR 2.4 billion order entries** representing a **book to bill ratio of 155%**

» Total year order entries at **EUR 6.2 billion** up +4.7% vs. 2006, total book to bill ratio at 106%

» Full backlog at **EUR 8.5 billion representing 1.5 time 2007 revenue, up +7% vs. 2006**

Scope

» Agreement signed with NYSE Euronext for the sale of the 50% stake in AEMS and the purchase of Clearing and Capital Markets activities

» Agreement to sell Italian operations to Engineering (completed in January 2008)

Banksys integration

» Revenue for 2007 at EUR 281 M above business plan

Pensions

» Agreements reached at year end with Trustees in the United Kingdom

Dividends

» First proposed dividend ever at EUR 0.40 per share

Strategic vision – Focus & scale

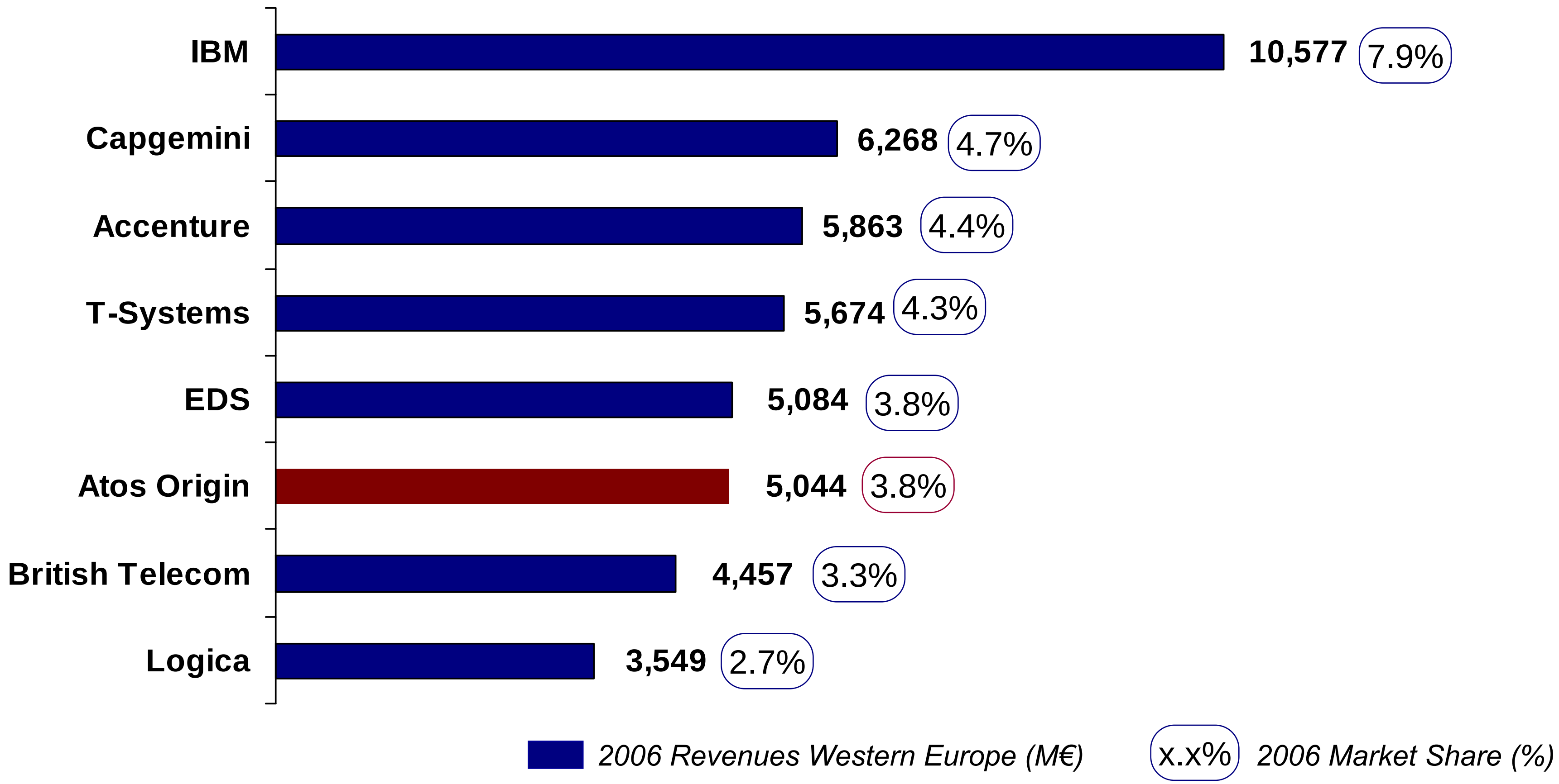
We have a clear action plan to achieve our objectives

Our vision: "Be a leading IT services player focused on delivering business outcomes globally"

- » **Atos Origin has reached critical mass in Europe through acquisitions and current integration**
- » **Atos Origin development outside Europe in selected high growth countries**
- » **Our strategy: three imperatives to create value**
  1. **Boost performance through operational excellence and global delivery footprint**
  2. **Focus on core markets and activities**
  3. **Strengthen differentiating elements**

Strategic vision – Focus & scale

Atos Origin a major IT player in Europe



Source Gartner IT Services 2006 Final Market Share dataquest - August 2007

Company figures for Atos Origin

Strategic vision – Focus & scale

Strategic development based on our major strengths

» Critical mass in Europe as a leading IT Service provider

» End-to-end delivery with an integrated operating model (Design-Build-Operate)

» Strong client relationships with 2/3 recurring activity

» High technical competencies in areas such as Telecom, e-services, ERP, Payments…

Very strong company fundamentals to generate a profitable growth

Strategic vision – Focus & scale

Key strategic priorities

Strengthening of core business

- **Delivery**
  - Consolidation of operating centers
  - Industrialization
  - Global Factories
- **Go-to-market**
  - Creation of global markets
- **International reach**

Focus on key geographies and activities

- **Key markets**
  - France
  - Netherlands
  - UK
  - Germany
  - Spain
  - India
  - China
  - Brazil
  - …
- **Selected divestments**
- **Selected investments**

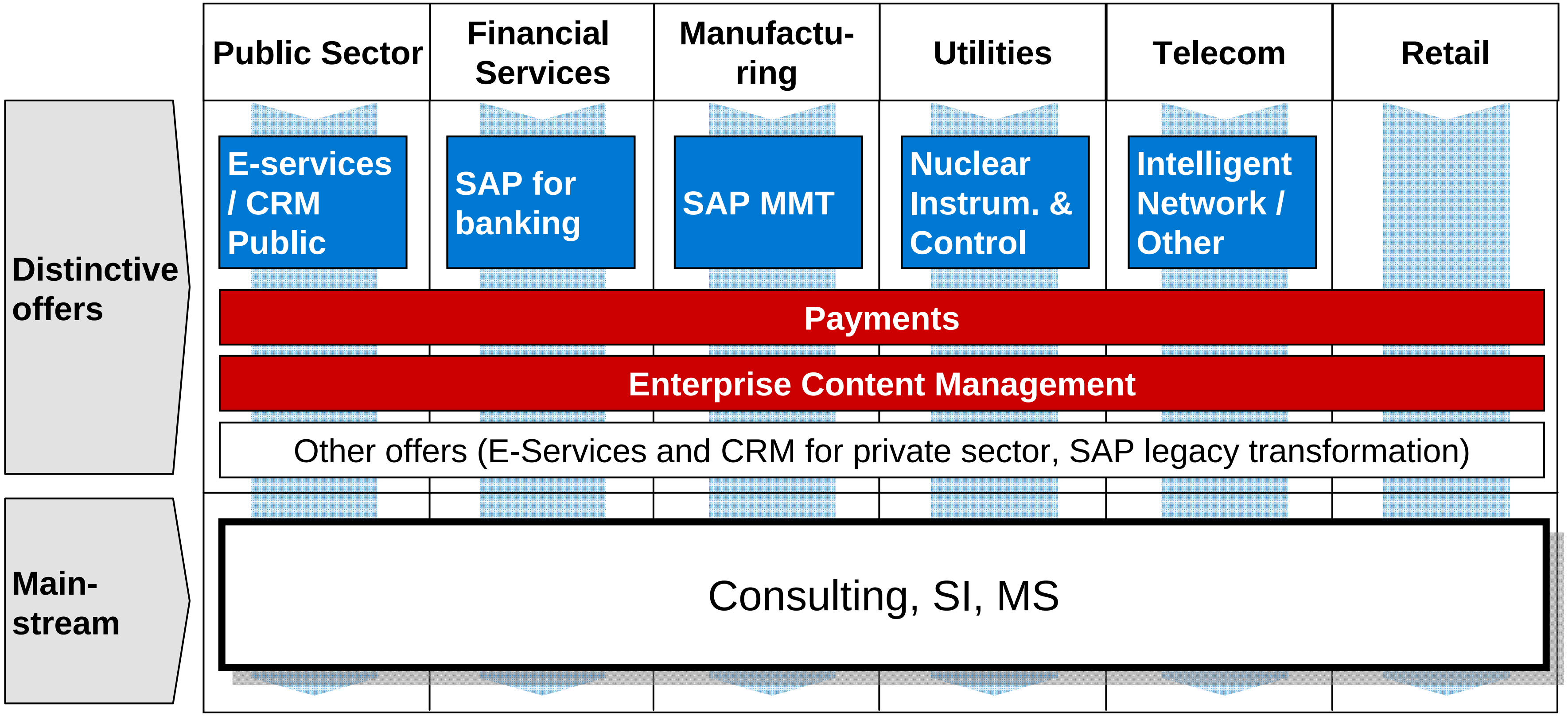
Readiness for growth opportunities

- **Geographies**
  - Across key markets
  - Other growing geographies
- **Offerings**
  - Distinctive domains
  - BPO opportunities and partnerships
  - Innovations

Operational excellence is a key priority to increase competitiveness in our mainstream business

Strategic vision – Focus & scale

Capitalize on mainstream, grow fast on distinctive offers



Strong positions in mainstream spearheaded by distinctive, market-specific and cross-service line offers

Strategic vision – Focus & scale

Distinctive offers to drive our growth

Criteria to identify areas	Distinctive areas of expertise	
☑ Business outcome focus	**3 industry domains**	» ***Financial services*** - building on card payment know-how and SAP in banking » ***Manufacturing*** - building on end-to-end SAP solutions » ***Public Sector*** - building on proprietary e-services/ CRM platforms
☑ Cross-service line	**2 cross-industry domains**	» ***Payment Service Provider*** *(e.g.. Retail, Transport, Oil & Gas)* » ***Enterprise Content Management*** *(e.g.. Finance, Manufacturing)*
☑ Multi-countries	**1 partner-ship domain**	» ***Strategic partnerships*** *- selling solutions with industry leaders (e.g. Nuclear I&C and Telecom)*
☑ High growth and return		
☑ Partnerships leverage		

» **Growth in distinctive areas expected to exceed average market growth**

» **Our ambition is to increase our market share through distinctive offers**

Strong commercial dynamics

Group's strong commercial dynamics confirmed
Latest wins in 2007

Consulting	
France	SNCF, French ministries
United Kingdom	Department for International Development, large bank
Iberia	Telefonica, Social Security
Systems Integration	
France	French Social and Health, Telecom operator (*)
United Kingdom	Premier Foods, Venda, GNER, Camelot
The Netherlands	ING (*), KPN (*), UMC Hospital
Germany & Central Europe	Dresdner (*)
Spain	Madrid Regional Government, Iberia, Madrid healthcare, Industry Ministry
North America	The Stanley Works (*), Fenwal (*)
Asia Pacific	HPCL in India, ChemChina
Managed Operations	
France	EDF
United Kingdom	Highways Agency (*), BNP Paribas, Capita, Royal Mail, Liverpool Victoria, DCMS, DWP, Ministry of Justice
The Netherlands	Delta (*), Achmea, Trucks manufacturer
Germany & Central Europe	Alcatel, Thomas Cook
Spain	Direccion General de Trafico
North America	Catalent Pharma, Lee County Florida

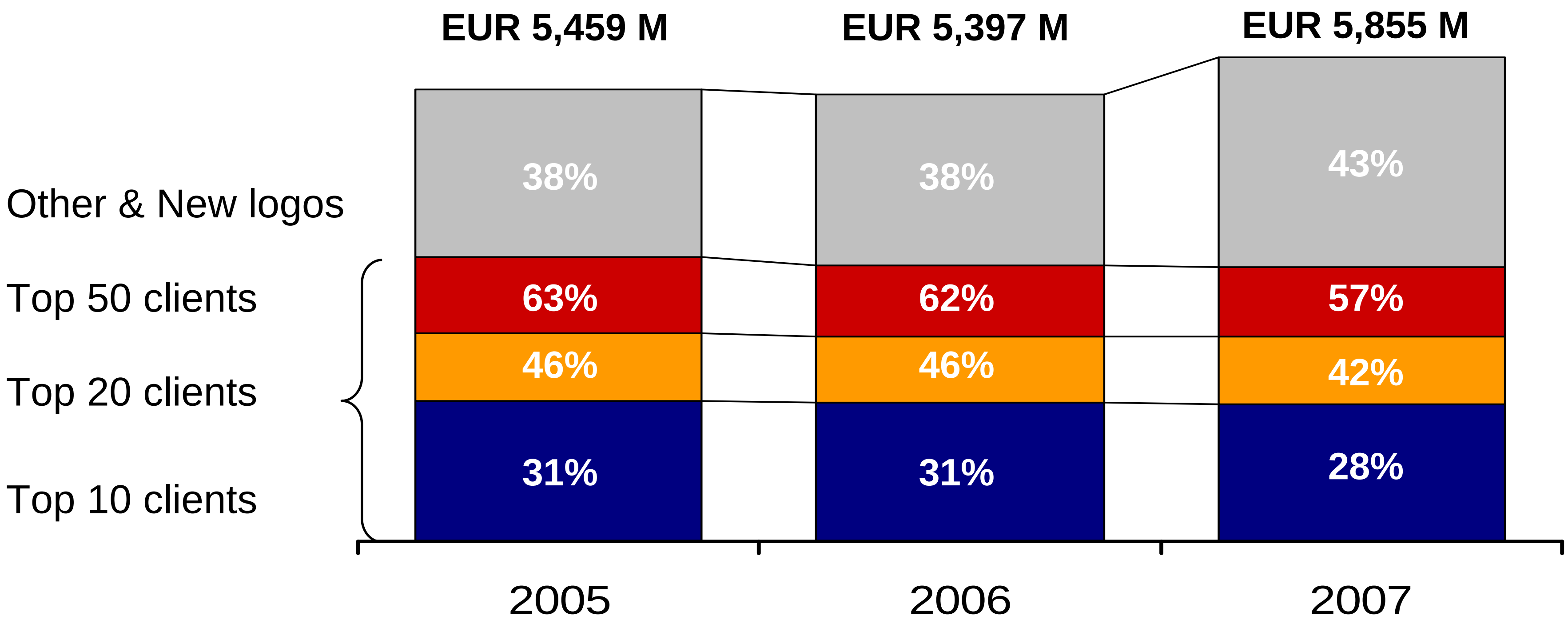
(*) Contracts with large offshore portion

Strong commercial dynamics

Reduction of client exposure and risk through diversification of client base

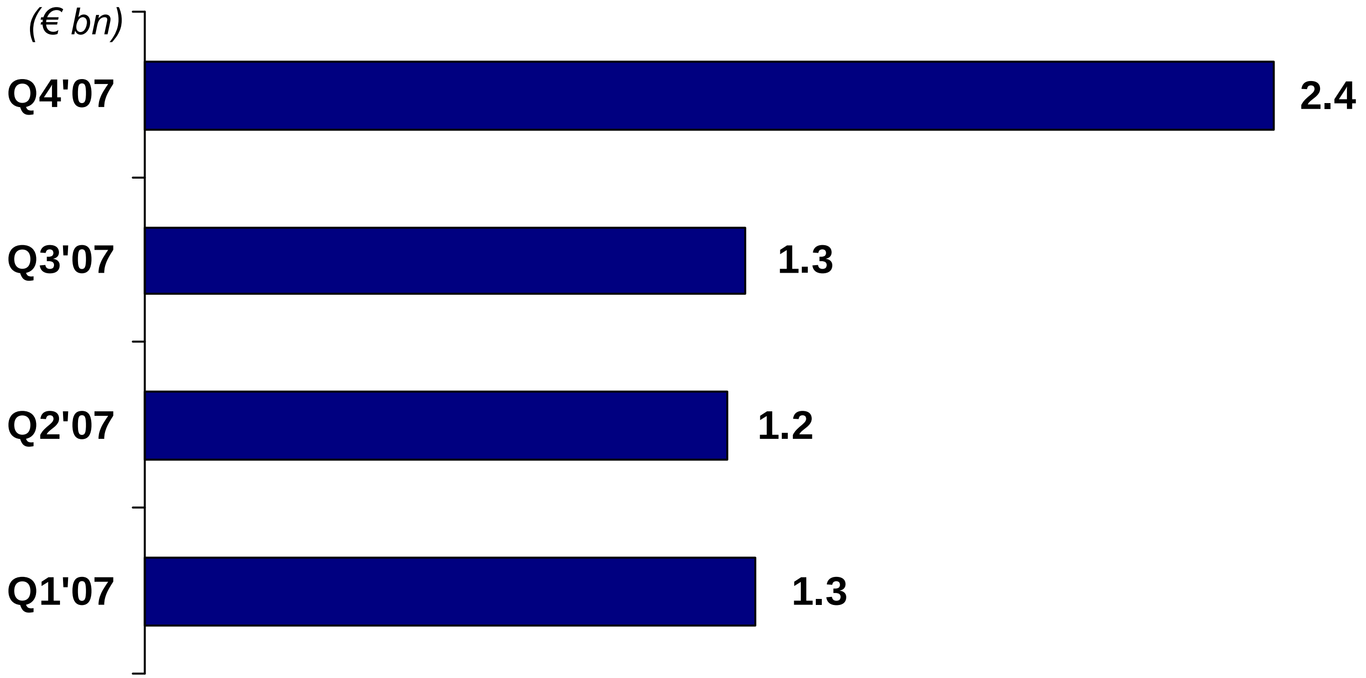
Increase of win-rate, driven by new customers and medium size deals

Top client weight in Group revenues %



Strong commercial dynamics

Significant new orders with strong commercial momentum

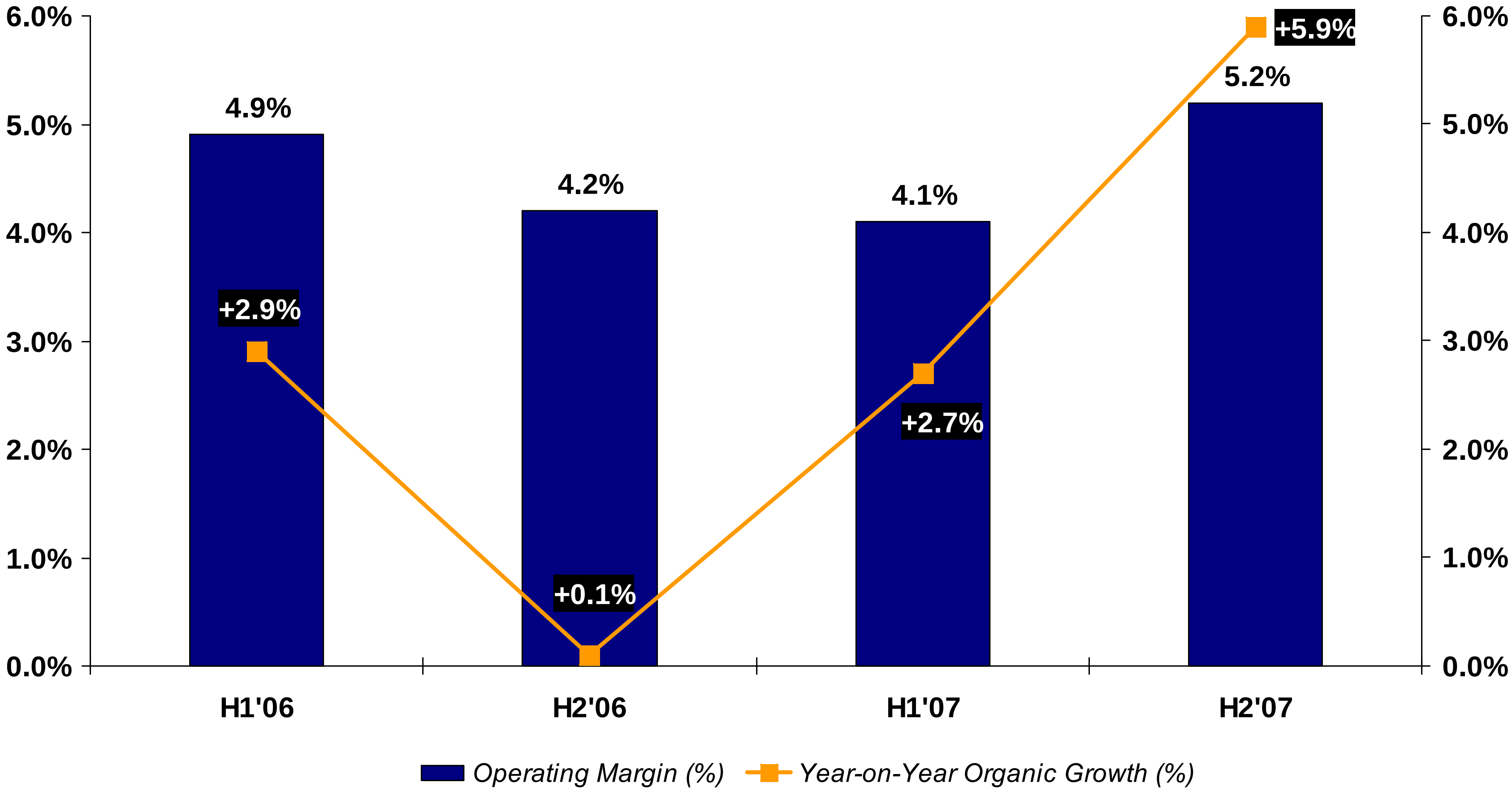


Book to bill 2007	Consulting	Systems Integration	Managed Operations
	96 %	105 %	108 %

» **In line with the growth assumptions taken in the 3O3 plan**

Return to organic growth

Focus on profitable organic growth



The focus on organic growth and costs savings delivers improving results

Return to organic growth

Our strengthened mainstream activity is a solid ground for organic growth

	Continuous improvements	Organic growth	Examples of new wins
Systems Integration 40%	» 3o3 » Increasing staff productivity » CMMI certifications and constant focus on quality improvement » Sales effectiveness	+5.3%	Dresdner Bank, Equant, Interpolis, EWS
Managed Operations 54%		+5.4%	Achmea, KPN, Gemalto, Capita Life & Pensions Services
Consulting 6%	» Action plan to restore growth and profitability » Utilization rate » Integration with other Service Lines	-8.7%	SNCF, Telefónica, ChemChina

Return to organic growth

2007 revenue growing in all geographical areas

In € Million	***FY 2007***	*FY 2006*	*% Organic growth (*)*	
			H1	*H2*
France	**1 685**	1 652	+0.3%	+5.1%
United Kingdom	**1 042**	1 035	-4.2%	+6.9%
The Netherlands	**1 083**	1 051	+5.6%	+0.6%
Germany + Central Europe	**607**	592	+3.2%	+6.3%
Rest of EMEA	**1 067**	734	+4.4%	+11.5%
Americas	**228**	202	+29.7%	+13.0%
Asia Pacific	**143**	131	+19.8%	+9.8%
Total Group	**5 855**	**5 397**	**+2.7%**	**+5.9%**

(*) Organic growth at constant scope and exchange rates

Acceleration of offshore momentum

Hirings in Offshore / Nearshore, on track with targets

» Average net staff increase by +120 per month during H2 07 as expected in the plan

» Offshore / Nearshore: from 3% of total staff in December 2006 to 6% in December 2007 in line with the objective of 15% targeted in December 2009

» The Group achieved its target to almost double offshore / nearshore resources in 2007 vs. 2006

(Staff)	*Dec 2006*	*Jun 2007*	***Dec 2007***	*Target Dec 2009*
Total offshore	1,487	2,015	**2,549**	6,500
Total nearshore	98	273	**452**	1,500
Total offshore / nearshore	**1,585**	**2,288**	**3,001**	**8,000**

5,600 in India

6,100 in Systems Integration; i.e. 25% of total

1,900 in Managed Operations; i.e. 8% of total

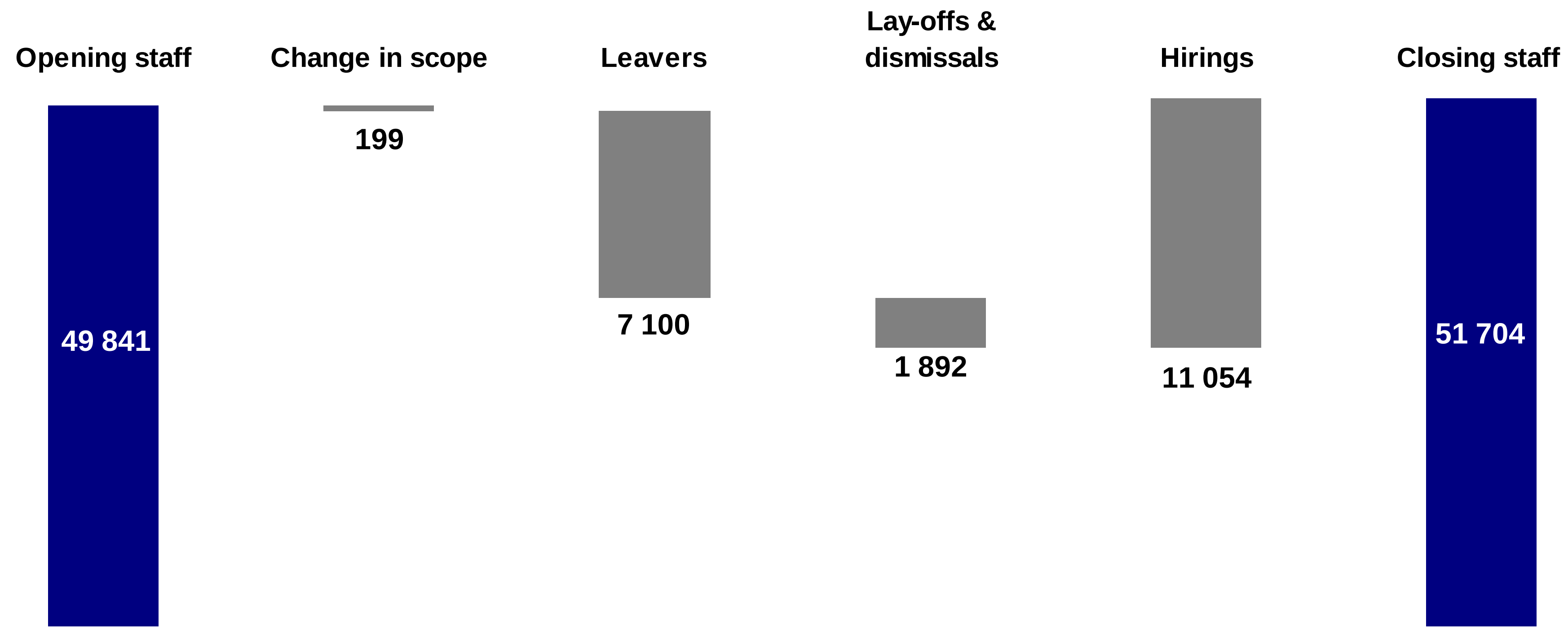
Headcount evolution

Extensive qualitative recruitments, in line with target

» Staff increase in 2007: +1,863 of which 80% offshore and 20% onshore

» Hiring: +11,000 new employees in 2007; +9% increase compared to 2006

» Staff attrition decreased regularly from 15.3% in Q1 2007 to 13.7% in Q4 2007



Staff evolution in low cost countries

India

Brazil

Morocco

Poland

China

Malaysia

South Africa

Armenia

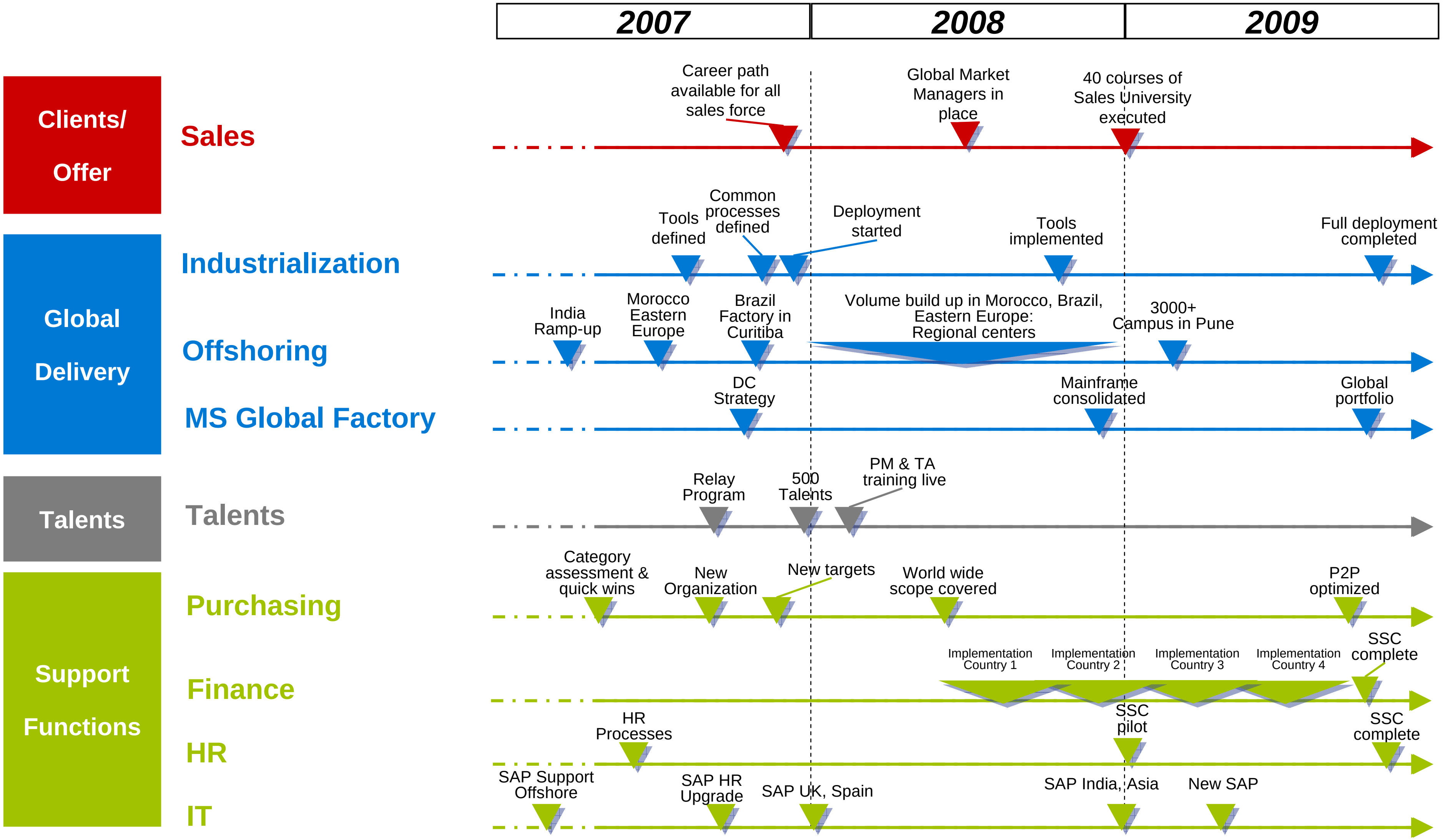
» More than 5,000 staff at 31 December 2007

» Objective to double from 2007 to 2009;
10% to 20% of total staff in low cost countries

» Staff increase in 2008 and 2009 will be mostly in low cost countries

303 PLAN »

Major Milestones of the 3O3 plan



303 PLAN »

Achievements 2007

303 OFFSHORING »

- » **Doubling offshore** staff in 2007 at 3,000
- » **New sites** opened in Mumbai, Pune and Bangalore
- » **Additional capabilities** built in Morocco, Brazil, Armenia, Poland, Malaysia
- » **New center opened in Curitiba (**Brazil) for offshore (Europe and US) and closeshore opportunities (Brazilian customers)
- » **Acceleration of offshoring** for Germany with signature of Dresdner Bank
- » **Closeshore center in Spain** started with the Valladolid center

303 MS GLOBAL FACTORY »

- » **Mainframe transfer** from The Netherlands to Germany finalized (in addition to Italy), move of France started
- » **Desktop services**: implementation of ITIL processes, standardization of call-centers solutions, implementation of self-support tooling and improvement of global tooling
- » **Data centre consolidation**: six data centres closed and rationalization of centres space everywhere, implementation of twin data centres strategy in each large country
- » **Server management optimization**: global service delivery architecture implemented, development of server virtualization and storage on demand solutions

Achievements 2007

303 INDUSTRIALIZATION »

- » **Common Software Factory model** in all countries with 6,000 staff involved
- » **Common Industrialization tools implemented** for: Project Management, Productivity Management, Requirement Management, Testing Factory
- » **Common tool center fully operational**
- » **Roll-out of first standardized process and tool**: Standardized Productivity Measurement roll-out across all countries
- » **CMMI-3 Certification** achieved in most of the countries

303 SALES »

- » **Go-to-Market strategy in place**
- » **Increase efficiency of the sales cycle**
- » **Establishment of a Sales University** fully operational, partnership with a major business school in China
- » **Reinforcing of Global Markets** function
- » **Sales Career Path** completed

303 PLAN »

Achievements 2007

303 PURCHASING »

- Under a **new CPO**, 60 globally driven actions in process:
  - PCs, servers, maintenance, professional services,
    real estate, travel expenses, office supplies
  - Selected and started to implement a second source of routers and switches
  - One worldwide software reseller
  - Renegotiation with major software vendors completed
- **Reduction or optimization of the number of suppliers**
- **Alignment of Purchasing organization done, and started on processes**

303 PLAN »

Achievements 2007

303 TALENTS »

- **First pool of top talents** completed: 400 staff
- Candidates for the **new international development program** (Relay) identified
- Training and career framework for Project Managers and Technical Architects implemented

303 FINANCE, HR AND IT »

- Finance and HR Shared service centers designed and business case delivered
- Streamlining of Group financial processes to implement the new Group ERP
- HR processes redesigned for Personnel Administration, Payroll, Recruitment, Training as a prerequisite for shared services center
- In IT implementation of an efficient centralized business process and IT organization under a common management and preparation of new systems to support new processes in all areas

Agenda

» 2007 Highlights & Strategy

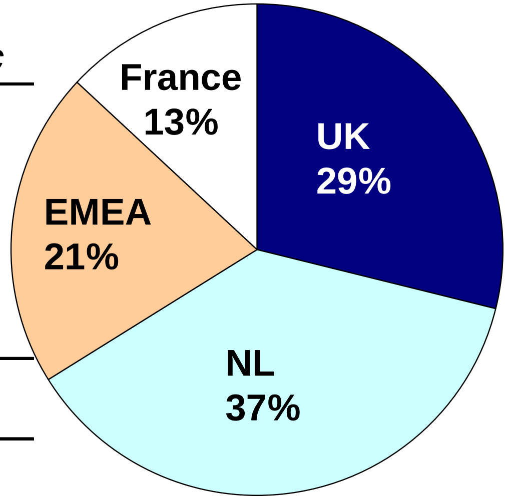
» **2007 Operational performance**

» 2007 Financial performance

» 2008 Outlook

Consulting

In € Million	*2007*	*2006*	*Δ%*	*% Organic*
Revenue	360	406	-11.2%	-8.7%
Operating margin	17.5	36.5	-52.0%	
Operating margin rate	4.9%	9.0%	-4.1 pt	
Headcount at closing (Dec)	2 632	2 698	-2.4%	



- Revenue decrease due to restructuring in the UK, contract ramp downs in France and in the UK
- Operating margin affected by ramp down of some big contracts in the UK and in France (both public sector)
- Utilization rate at 62%
- Order entries increasing in Q4 2007 at 105% book to bill
- Attrition rate at 24.7% full year but improving from 26.7% in H1 to 22.7% in H2

Unfolding of the Consulting Action Plan

France

- New Management hired in first semester 2007
- New Partners have been recruited to strengthen practices and end-to-end offerings
- Strong sector focused Go-To-Market jointly with Systems Integration and Managed Operations; book to bill at 118%

United Kingdom

- New Management in place since second semester 2007 supported by NL manager to share best practices
- Active short term plan to increase utilization rate, 60% reached in December 07
- Strong sector focused Go-To-Market jointly with Systems Integration and Managed Operations successful in Q4 07; book to bill at 132%

The Netherlands

- Retention plan resulting in attrition rate decreasing from 26% in Q1 to 21% in Q4 2007
- The Netherlands leading the start-up of new Atos Consulting practices in Belgium, Germany and China

Germany

- Large opportunities exist after the win of Dresdner Bank, organisation in place

Asia

- Launch of Atos Consulting practice following the win of significant orders with ChemChina

Spain

- Reinforced attention to attrition
- Action plan to accelerate order entries

Objective of the Consulting Action Plan in 2008: restore growth and profitability

» Standardization of the Operating Model in all countries; sector focused Go-To-Market

» Working closely with Systems Integration and Managed Operations on sales and delivery

» Consistent service portfolio across geographies supported by Global Centers of Excellence

» Focus on Atos Origin distinctive new innovative offerings

» Establishing / growing practices in Belgium, Germany and China

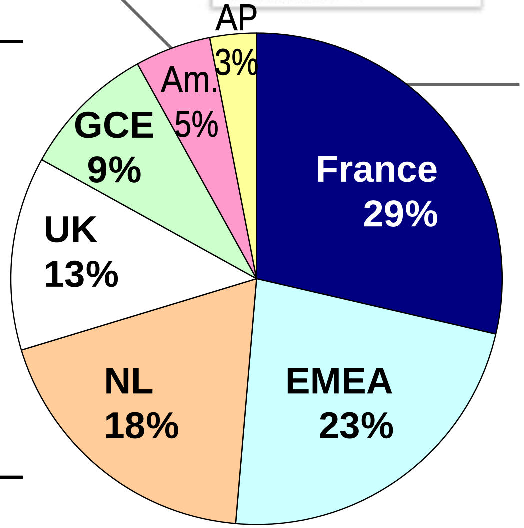
» Global coordination of the sector specific Go-To-Market in order to leverage globally Atos Origin's business solutions

Supported by 3 enablers

- Consulting at the core of Atos Origin's Go-To-Market
- Global Marketing Campaign
- Human Resources Plan

Systems Integration

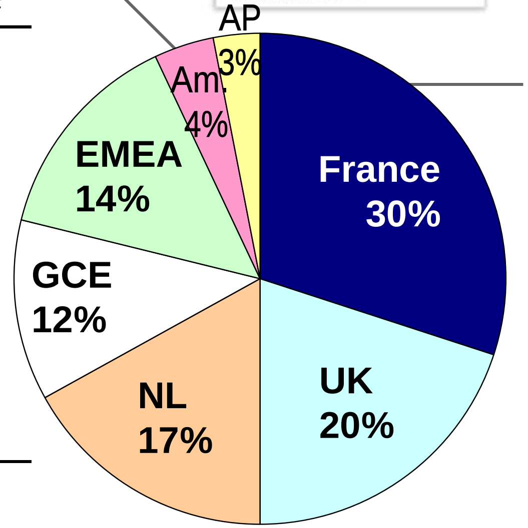
In € Million	2007	2006	Δ%	% Organic
Revenue	2 338	2 243	+4.3%	+5.3%
Operating margin excl. 3o3 costs	111.3	69.0	+61.2%	
3o3 operating costs	(15.7)			
Operating margin	95.6	69.0	+38.6%	
Operating margin rate	4.1%	3.1%	+1.0 pt	
Headcount at closing (Dec)	25 572	24 836	+3.0%	



- Revenue growth in all geographies, led by The Netherlands, EMEA, Americas (Pan Am Games), Germany & Central Europe, Asia Pacific
- Revenue growth increased in France in H2 2007
- Utilization rate stable at 81%; selling prices slightly up
- Operating margin improvement in the UK and loss contained in Italy
- Attrition rate stable in H2 2007 at 15%
- Book to bill ratio at 105% full year, with 109% in H2
- Industrialization (CMMI-3, Test Factory, Productivity Mgt, SSC & Tooling) on track
- > 80% growth of combined nearshore & offshore capabilities

Managed Operations

In € Million	*2007*	*2006*	*Δ%*	*% Organic*
Revenue	3 157	2 749	+14.9%	+5.4%
Operating margin excl. 3o3 costs	279.1	234.4	+19.1%	
3o3 operating costs	(4.8)			
Operating margin	274.3	234.4	+17.0%	
Operating margin rate	8.7%	8.5%	+0.2 pt	
Headcount at closing (Dec)	23 244	22 126	+5.1%	



- » Revenue growth in all geographies, UK, France, The Netherlands and EMEA,
- » UK back to organic growth at +7.7%
- » Acceleration of organic growth: +3.1% in H1 increasing to +7.7% in H2
- » Book to bill ratio at 108% year-end
- » Operating margin improvement:
  - ➢ Ramp-up of new large contracts in the UK and in NL
  - ➢ Contribution of Banksys
- » Atos Worldline organic growth at +6% and double digit operating margin
- » Mainframe move NL and Italy fully completed
- » Offshore targets fully achieved

UK plan follow-up

» The UK business has executed its “turn around” 2007 objective and is now on a profitable growth track: operating margin growing from 2.3% in 2006 to 7.3% in 2007

» 2007 Highlights include:

- » Settling of the four difficult contracts in Systems Integration,
- » Securing a total contract value orders with a book to bill at 112 %,
- » Full backlog at EUR 2.6 billion representing 2.5 times 2007 revenue
- » Restructuring plan completed in Consulting and Systems Integration

» Action plan for 2008:

- » Strengthen sector focused Go-To-Market
- » Accelerate Consulting utilization
- » Maximize wallet share of outsourcing contracts
- » Accelerate the delivery of profitable growth
- » Successfully transition of new business wins
- » Develop offshore capability to maximum addressable population

France (1/2)

- Acceleration of organic growth: +2.8% full year with +0.3% in H1 growing to +5.1% in H2 2007
- The three-year Strategic Plan finalized in Q3 2007, with detailed Go-To-Market by sector and strong focus on business offerings to reinforce organic growth
- Strong hiring performance in 2007 with almost 3,000 recruitments; attrition rate limited below 10% full year
- Staff adaptation plan on track with agreement reached for 600 employees
- New commercial governance defined to boost sales performance

- In Consulting, new Management team with first results in Q4 2007:
  - Book to bill at 118%,
  - Utilization rate +5 points at 69%,
  - Operating margin up
  - Attrition rate at 16 %

France (2/2)

» In Systems Integration:

- » Full year organic growth at +2% with acceleration from -0.5% in H1 to +4.6% in H2 2007
- » Transformation of the Delivery Model with 50% staff close-shore and increasing off-shore in India and Morocco on track
- » Industrialization and close- / off-shoring programs on track

» In Managed Services (excluding AEMS):

- » Full year Plan on track to optimize infrastructures and accelerate near-shore and off-shore organic growth at +4.5% with acceleration from +2.3% in H1 to +6.5% in H2 2007
- » Strong performance in up-selling business on existing customer base
- » Transformation Plan on track to optimize infrastructures and accelerate near-shore and off-shore

Agenda

» 2007 Highlights & Strategy

» 2007 Operational performance

» **2007 Financial performance**

» 2008 Outlook

2007 Revenue organic growth above guidance at +4.3%

In € Million	2007	2006	Δ%
Revenue reported	**5 855**	**5 397**	**+8.5%**
Acquisition	(281)		
Disposals		(25)	
Exchange rates and other		(28)	
Organic growth	**5 574**	**5 343**	**+4.3%**

2007 Performance by service line

In € Million	Revenue 2007	Revenue 2006	Revenue % Organic growth	Operating Margin 2007	Operating Margin 2006	Operating Margin % 2007	Operating Margin % 2006
Consulting	**360**	406	-8.7%	**18**	37	**4.9%**	9.0%
Systems Integration	**2 338**	2 243	+5.3%	**111**	69	**4.8%**	3.1%
Managed Operations	**3 157**	2 749	+5.4%	**279**	234	**8.8%**	8.5%
Corporate Central				**(92)**	(93)	**-1.6%**	-1.7%
Total Group before costs of Transformation plan	**5 855**	**5 397**	**+4.3%**	**316**	**247**	**5.4%**	**4.6%**
Transformation Plan operating costs				**(44)**		**-0.8%**	
Total Group	**5 855**	**5 397**	**+4.3%**	**272**	**247**	**4.6%**	**4.6%**

2007 Performance by geographical areas

In € Million	Revenue FY 2007	Revenue FY 2006	Revenue % Statutory growth	Revenue % Organic growth	Operating Margin (*) 2007	Operating Margin (*) 2006	Operating Margin % 2007	Operating Margin % 2006
France	**1 685**	1 652	+2.0%	+2.8%	**81**	105	**4.8%**	6.4%
United Kingdom	**1 042**	1 035	+0.7%	+1.0%	**77**	24	**7.3%**	2.3%
The Netherlands	**1 083**	1 051	+3.1%	+3.1%	**127**	139	**11.7%**	13.3%
Germany + Central Europe	**607**	592	+2.4%	+4.8%	**45**	46	**7.4%**	7.8%
Rest of EMEA	**1 067**	734	+45.4%	+7.9%	**64**	14	**6.0%**	2.0%
Americas	**228**	202	+13.2%	+21.1%	**7**	12	**3.0%**	5.7%
Asia Pacific	**143**	131	+9.2%	+14.7%	**8**	12	**5.7%**	9.2%
Corporate Global Service lines					**(21)**	(13)	**-0.4%**	-0.2%
Corporate Central					**(92)**	(93)	**-1.6%**	-1.7%
Corporate 3o3 costs					**(24)**		**-0.4%**	
Total Group	**5 855**	**5 397**	**+8.5%**	**+4.3%**	**272**	**247**	**4.6%**	**4.6%**

(*) Corporate Global service lines are not allocated to the geographical areas

Increased staff productivity, reflecting efficiency of 3O3

	Average 2007	*Average 2006*	*Change*	
Total FTE direct in units	**46 732**	**44 042**	**+2 690**	**+6.1%**
Full-year revenue in MEUR	**5 855**	**5 397**	**458**	**+8.5%**

Full-year revenue by direct FTE total increased by +2.3%

Operating Income to Net income

In € Million	*2007*	*2006*	***Comments***
Revenue	**5 855**	**5 397**	
OMDA	505	446	*Assets depreciation EUR 223 M*
% revenue	*8.6%*	*8.3%*	
Operating Margin	**272**	**247**	
% revenue	*4.6%*	*4.6%*	
Restructuring and rationalization	(98)	(31)	*Italy, UK, France, other 3o3*
Capital gains and losses on disposal of assets	21	2	*Disposal of Actis and Marben Products*
Impairment losses on LT assets and other items	(68)	(391)	*Italy / NHS Diagnostics / Other*
Net release of provisions	10	14	*Positive tax settlement*
Operating income	**137**	**(160)**	
% revenue	*2.3%*	*-3.0%*	

Reorganization and rationalization

» In 2007, the restructuring and rationalization charges in the income statement were EUR 108 M of which EUR 10 M in Operating Margin and EUR 98 M in Operating income

» Out of the EUR 98 M below the operating margin, restructuring costs relate to rightsizing of local operations for EUR 31 M in UK and Italy, restructuring costs associated with the Transformation Plan for EUR 57 M mainly in France and a charge in Corporate of EUR 9 M

» Total 2007 cash out for restructuring and rationalization was EUR 104 M of which EUR 34 M were engaged at the end of 2006 and finalized in 2007 and EUR 70 M done in 2007.

Operating Income to Net income

In € Million	*2007*	*2006*	***Comments***
Operating income	**137**	**(160)**	
% revenue	*2.3%*	*-3.0%*	
Net cost of financial debt	*(29)*	*(23)*	*Average net debt EUR 514 M / Average interest rate 5.5%*
Other financial income-expense	*15*	*12*	*EUR 18 M pensions income*
Net financial expenses	**(14)**	**(11)**	
Income tax expenses	(60)	(77)	*Effective tax rate 48.8% and 29.8% excluding Italy*
Net income	**63**	**(248)**	
Group Share	48	(264)	
Minority interests and affiliates	15	17	*AEMS / Atos Worldline Germany*

Earnings per share

In € Million	2007	2006
Net Income Group Share	**48**	**(264)**
Adjusted net income Group Share (*)	**140**	**110**
Weighted average number of shares (in millions)	**68.9**	67.6
Diluted weighted average number of shares (in millions)	**69.1**	67.9
Basic EPS (euros)	**0.70**	**(3.91)**
Diluted EPS (euros)	**0.70**	(3.91)
Adjusted basic EPS (euros)	**2.03**	**1.63**

(*) Group share of net income before unusual, abnormal and infrequent items (net of tax)

Cash flow statement

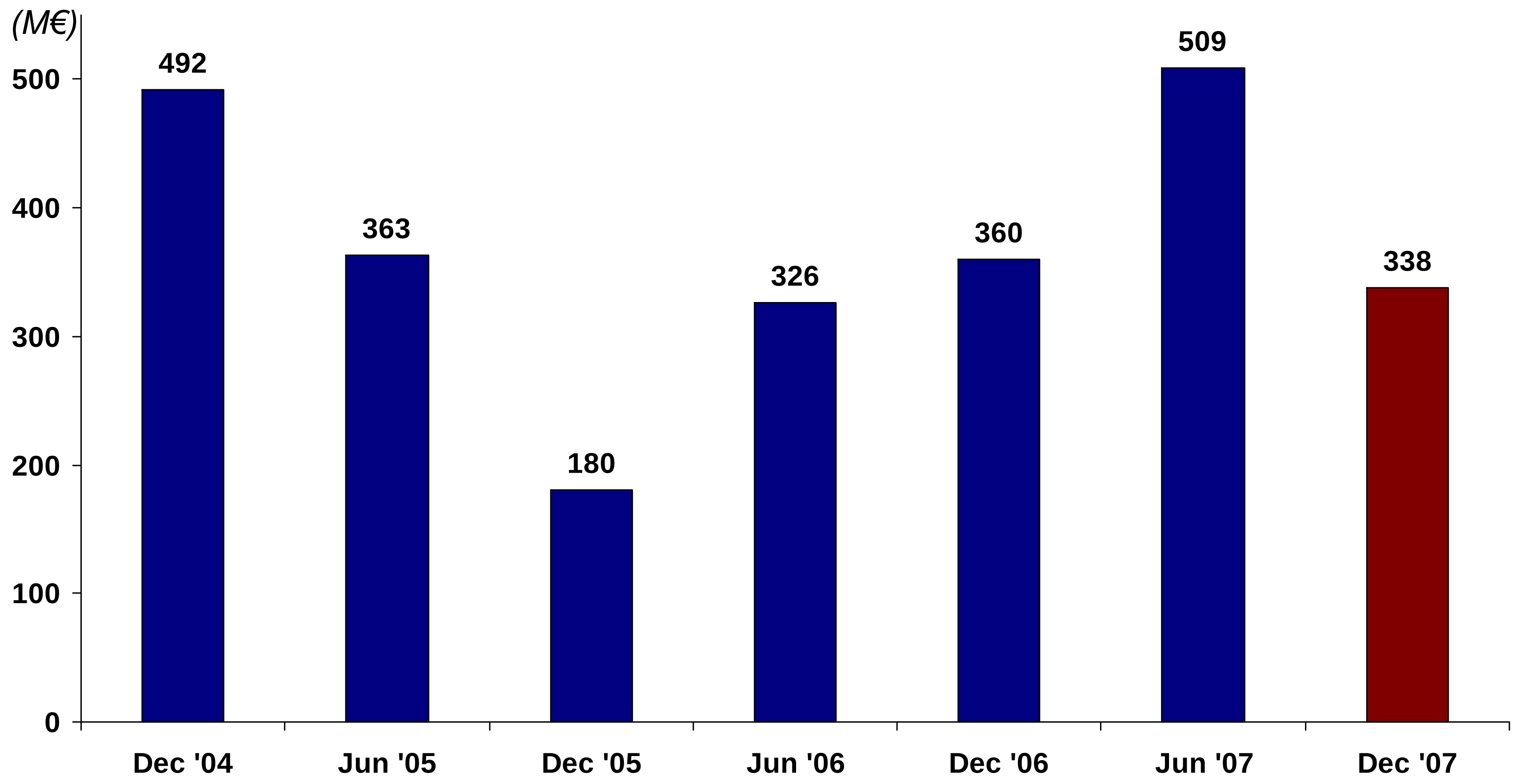
In € Million	***2007***	*2006*	***Comments***
Cash from oper. activities bef. restr. & rationalization	**469**	**427**	
Income tax paid	**(48)**	(39)	
Change in working capital	**30**	(43)	*1 day DSO improvement*
Net cash from oper. activities bef. restr. & rationalization	**450**	**345**	
Net capital expenditure	**(300)**	(210)	*Datacenters consolidation (30), Banksys (16), Reduction operating lease (44)*
Restructuring and rationalization	**(104)**	(56)	
Net cash from current operations	**46**	**79**	
Other changes	**(39)**	12	*Interest paid, dividends to minority*
Net cash before financial investments	**7**	**91**	
Net financial investments	**15**	(271)	*Actis disposal, positive price adjustment Banksys*
Net cash flow	**22**	**(180)**	
Opening net debt	**360**	**181**	
Closing net debt	**338**	**360**	

Balance sheet

In € Million	***31 Dec 2007***	*31 Dec 2006*	***Comments***
Goodwill	**1 868**	2 046	*France EUR 535 M , UK EUR 522 M, NL EUR 298 M*
Intangible assets	**75**	118	*Mainly software*
Tangible assets	**437**	382	*IT equipment EUR 260 M, land & buildings EUR 137 M*
Non-current financial assets	**71**	45	*Pension surplus EUR 38 M, deposits EUR 30 M*
Net deferred tax assets	**247**	258	*Recognized TLCF, pensions, restructuring and other contingencies*
Non Current Assets	**2 698**	**2 849**	
Assets held for sale	**469**		*AEMS EUR 311 M and Italy EUR 158 M*
Working Capital	**(29)**	**130**	
Shareholders Equity	**1 691**	1 675	
Equity of minority interests	**173**	166	*AEMS EUR 163 M, Atos Wordline Germany EUR 6 M*
Total Equity	**1 864**	**1 840**	
Net Deferred tax liabilities	**69**	55	*Depreciation goodwill and fixed assets*
Financial instruments		1	
Pensions	**394**	459	
Provisions	**227**	264	*Reorganisation, rationalization, projects, major claims*
Provisions	**621**	**723**	
Liabilities held for sale	**246**		*AEMS EUR 117 M and Italy EUR 129 M*
Net debt	**338**	**360**	

Net debt evolution

» Leverage ratio (net debt / OMDA) End 2007: 0.7 covenant < 2.5
» Interest cover (operating margin / cost of debt) End 2007: 9.5 covenant > 4x



A strong financial flexibility

» **Credit lines and leverage ratio**

- EUR 1.2 billion credit lines until May 2011; EUR 1.05 billion already renewed until May 2012
- Current leverage (Net debt / OMDA) below 0.7 vs. covenant below 2.5

» **Performance objectives**

- Focus on operating margin and free cash flow in 2008 and 2009
- Operating cash capacity (OMDA – Capex) as objectives to Management

» **Dividends**

- Start dividends distribution in 2008 on 2007 results; proposed EUR 0.4 per share
- Target: allocate one third of free cash flow in 2009 to dividends and two thirds to acquisitions

» **Capex financing**

- End of operating lease increased capex
- Plan 2008: capex optimization program with financial partners

Pensions agreement in the UK

- » Strategy to move schemes from defined benefit obligations to defined contribution plans: to get a predictable future cost versus unpredictable
- » MOU signed with Trustees on 21 December 2007 after one year negotiation
- » Pension plan for 1,500 employees (2,300 already in DCO, i.e. 40% of UK workforce)
- » Objective to reduce the exposure to financial risks
- » Will result in 2008 in a pension deficit decrease by approximately EUR 75 M at current financial market conditions
- » Counterpart will be a cash outflow of EUR 71 M as a coverage for past deficits already due
- » As a result, after the full completion schemes agreement, the Group will reduce recurring costs and volatility on investments

Agreement to sell the 50% stake in AEMS

» Decision from NYSE Euronext to regroup the software and technical platforms and to control the intellectual property rights

» Negotiations finalized with an agreement on 12 December 2007 on the future sale in Q3 2008 of 50% stake in AEMS for EUR 275 M representing a cash free value of EUR 440 M for the whole company

» Exchange business of AEMS will be sold at 1.8 time revenue, 13 times operating margin well above Atos Origin multiples

» Agreement for Atos Origin as a preferred supplier in integration and outsourcing IT services of NYSE Euronext

» Atos Origin will acquire in Q3 2008 the Clearing and Capital Market divisions for EUR 20 M (revenue at EUR 113 M in 2007)

» Goodwill will decrease by EUR 128 M

» Cash effect will be EUR 140 M after deconsolidation of EUR 110 M net cash in AEMS

Disposal of Atos Origin Italian operations

» Transaction finalized on 31 January 2008 with the disposal of Atos Origin Italy to Engineering and the signature of an alliance agreement to serve Italian and international customers of the two companies

» IT market in Italy remains in a difficult environment in System Integration with no good profitability expected for Atos Origin in the future

» EUR 45 M cash effect in 2008

» 2007 revenue of EUR 261 M with operating loss of EUR 8 M, EUR 28 M of restructuring and EUR 9 M tax expense

» Deconsolidation in 2008 of pensions for EUR 28 M and working capital for EUR 86 M

» The Group sold an activity which would have consumed in cash another EUR 30 M (restructuring, financial expense and tax) in 2008

Agenda

- » 2007 Highlights & Strategy
- » 2007 Operational performance
- » 2007 Financial performance
- » **2008 Outlook**

2008 OUTLOOK

Key priorities

- » Continuous investments in Industrialization, Global Sourcing, Sales and Innovation through the 303 transformation plan
- » Acceleration of off-shoring / near-shoring / close-shoring strategy
- » Execution of Consulting action plan for a profitable growth and an increased productivity
- » Investments in distinctive offers

Objectives

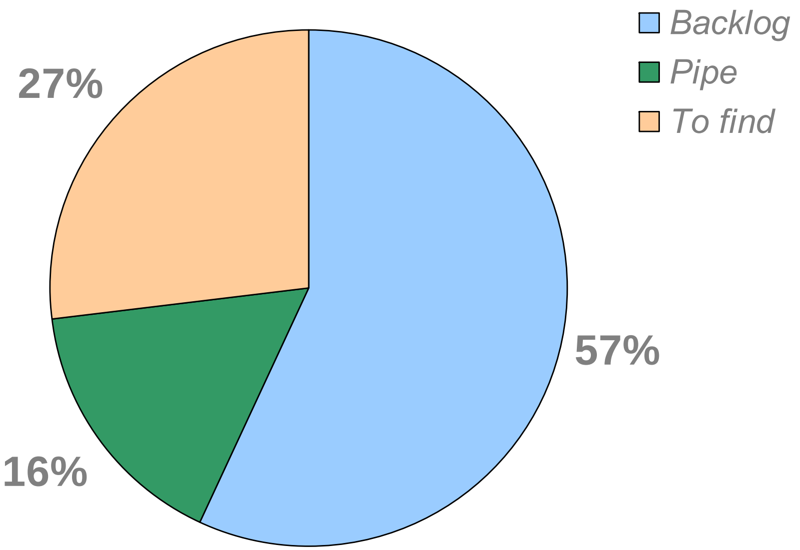
- » Full year organic growth on new scope of +4%
- » From the 4.6% reached in 2007, operating margin rate increase by +100 points basis on new scope
- » Net debt reduction of EUR 100 million after dividends payment, cash out for pensions in the UK and proceeds from disposals Italy and Exchange AEMS

Backlog coverage on 2008 revenue

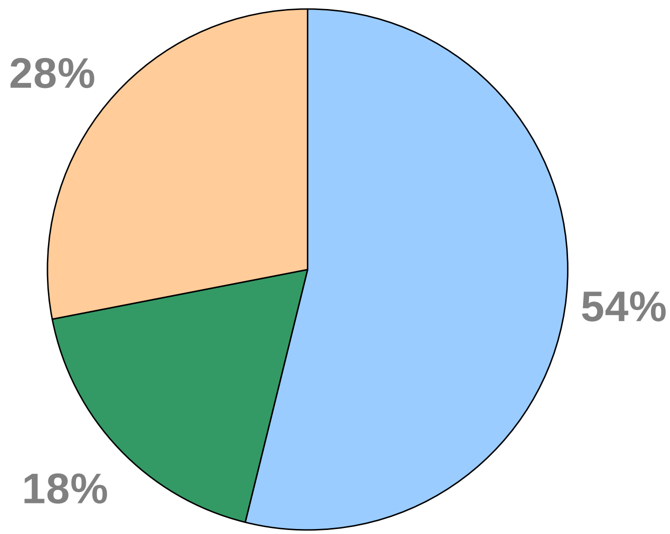
» Full backlog growth in 2007 : +7%

of which backlog growth for next year : +11%

2008 revenue coverage as of Dec 07 (new scope)



2007 revenue coverage as of Dec 06



2008 starts with a better backlog coverage

Atos Origin sensitivity to general economic environment

Weight of the Consulting business

» 6% of 2007 total revenue

Presence in the United States

» 2% of 2007 total revenue made in the United States

Exposure to Investment Banking sector

» Less than 5% of 2007 total revenue

Weight of recurring business

» More than 2/3 of 2007 total revenue

Outsourcing activities in a slowdown scenario

» New sales opportunities on medium sized and large deals

Transformation Plan started one year ago with costs savings program and restructuring

Operating Margin improvement

	2007	2008	2009
3o3 Plan	Investments	Break-even	Full benefit
Distinctive offerings		Investments	Growth acceleration
Sales program	Investments	Investments	Break-even

+250 basis points of improvement from 2007 to 2009
of which +100 basis points in 2008

Atos Origin

WORLDWIDE IT PARTNER

Questions

Paris, 15 February 2008