

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

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Q3 2006 Revenues announcement

Paris, 31 October 2006

Agenda



» September 2006

- ✓ Year to date 9 months revenue organic growth
- ✓ Third quarter revenue organic growth
- ✓ Third quarter operating performance per Service Line
- ✓ Third quarter operating performance per Geographical Area
- ✓ Staff information
- ✓ Portfolio indicators

» Appendices

- ✓ Year to date 9 months operating performance per Service Line
- ✓ Year to date 9 months operating performance per Geographical Area

YtD 9 months 2006 Revenues organic growth



In € Millions	YtD 9M 2006	YtD 9M 2005	% Change
Revenue reported for YtD 9M	3,972	4,019	-1,2%
Disposals		-132	
Exchange Rate impact		11	
Organic growth	3,972	3,897	+1,9%

Third quarter 2006 Revenues organic growth



In € Millions	Q3 2006	Q3 2005	% Change
Revenue reported for Q3	1,276	1,293	-1,3%
Disposals		-14	
Exchange Rate impact		-2	
Organic growth	1,276	1,278	-0,2%

Third quarter 2006 per Service Line



In € Millions	Revenue			
	Q3 2006	Q3 2005	% Organic change	% excluding the UK
Consulting	96	102	-5,7%	+13,3%
Systems Integration	523	513	+1,9%	+4,1%
Managed Operations	657	663	-0,9%	+4,9%
Total Group	1,276	1,278	-0,2%	+5,1%

Organic change : at constant scope and exchange rates

Third quarter 2006 per Geographical Area



In € Millions	Revenue		
	Q3 2006	Q3 2005	% Organic change
France	392	376	+4,4%
United Kingdom	235	287	-18,1%
The Netherlands	249	240	+3,7%
Germany + Central Europe	147	138	+6,4%
Rest of EMEA	171	155	+10,3%
Americas	48	48	+1,1%
Asia Pacific	34	35	-2,1%
Total Group	1,276	1,278	-0,2%
Excluding the UK	1,041	991	+5,1%

Organic change : at constant scope and exchange rates

Staff



- ✓ Total staff : 48,355, an increase of +2.2% compared with opening workforce (excluding Middle-East), and versus +1.9% revenue organic growth (on 9 months basis)
- ✓ Restructuring of about 450 people, before effect of Italian restructuring
- ✓ An increase of the attrition rate at 12.6% over the first nine months (14.3% in Q3, after 12.0% in Q2 and 11.4% in Q1)
- ✓ High level of recruitment : 7,300 people in the first nine months, representing 15% of the opening workforce, versus 6,100 last year
- ✓ On-going reduction of subcontractors (-200 since opening) : 2,800 subcontractors at the end of September representing 6.3% of productive staff
- ✓ Utilisation rates respectively at 65% and 81% for Consulting and Systems Integration at the end of September



- ✓ Order entry in Q3 at EUR 1.0 billion representing a book to bill ratio of 77% (88% for the first nine months)
- ✓ Full backlog at EUR 6.9 billion, representing 1.3 years of revenues
- ✓ Full pipeline at EUR 3.3 billion, an increase in comparison with June (EUR 2.8 billion), +27% since the beginning of the year and +44% relative to September 2005
- ✓ 2006 revenue outlook coverage (actuals + backlog) at 94% at the end of September, in line with last year

Agenda



» Appendices

- ✓ Year to date 9 months operating performance per Service Line
- ✓ Year to date 9 months operating performance per Geographical Area

YtD 9 months 2006 per Service Line



In € Millions	Revenue			
	YtD 9M 2006	YtD 9M 2005	% Organic change	% excluding the UK
Consulting	303	324	-6,5%	+9,5%
Systems Integration	1,653	1,607	+2,9%	+5,6%
Managed Operations	2,016	1,966	+2,5%	+5,3%
Total Group	3,972	3,897	+1,9%	+5,7%

Organic change : at constant scope and exchange rates

YtD 9 months 2006 per Geographical Area



In € Millions	Revenue		
	YtD 9M 2006	YtD 9M 2005	% Organic change
France	1,201	1,107	+8,5%
United Kingdom	776	874	-11,2%
The Netherlands	768	745	+3,1%
Germany + Central Europe	436	412	+6,0%
Rest of EMEA	545	507	+7,5%
Americas	146	149	-1,7%
Asia Pacific	98	103	-4,5%
Total Group	3,972	3,897	+1,9%
Excluding the UK	3,196	3,023	+5,7%

Organic change : at constant scope and exchange rates

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