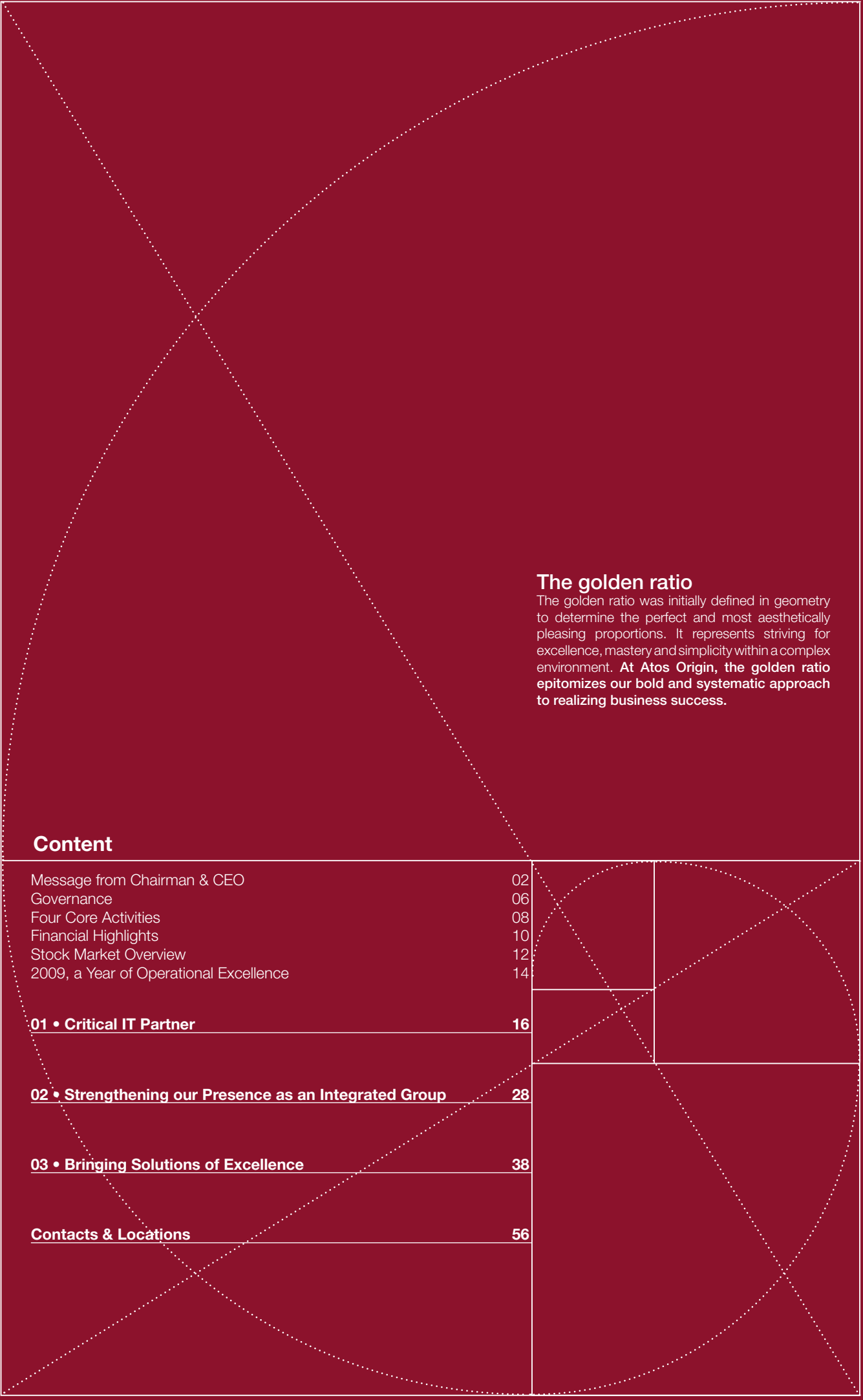


A speed skater in a red and white patterned suit is captured in a dynamic pose on an ice track. The skater is wearing a red helmet, goggles, and a red suit with white decorative patterns on the sleeves. The background is a blurred ice track with blue and red lane markings. The overall image has a white border and a faint grid pattern.

Annual Report
2009



The golden ratio

The golden ratio was initially defined in geometry to determine the perfect and most aesthetically pleasing proportions. It represents striving for excellence, mastery and simplicity within a complex environment. **At Atos Origin, the golden ratio epitomizes our bold and systematic approach to realizing business success.**

Content

Message from Chairman & CEO	02
Governance	06
Four Core Activities	08
Financial Highlights	10
Stock Market Overview	12
2009, a Year of Operational Excellence	14
01 • Critical IT Partner	16
02 • Strengthening our Presence as an Integrated Group	28
03 • Bringing Solutions of Excellence	38
Contacts & Locations	56

Business Profile

Delivering Operational Excellence

Atos Origin is a leading information technology services company generating annual revenues of EUR 5.1 billion and employing 49,000 people. Predominantly based in Europe, 71% of 2009 Group's revenue was generated by multi-year contracts. 

Atos Origin's mission is to advance the performance of its clients by offering innovative solutions that deliver measurable business value. Through Hi-Tech Transactional Services, Consulting, Systems Integration and Managed Operations, and its deep industry knowledge, the Group is able to provide innovative and individually tailored end-to-end IT solutions.

Our clients are large multi-national groups and organizations, as well as small and medium sized enterprises, who work with the Company in long term business partnerships. Atos Origin is the Worldwide IT Partner of the International Olympic Committee and in charge of the IT for the Olympic Games, but also active in other critical environments such as air traffic control, payment solutions, or the control systems of nuclear power plants. Client dedication, strong values, and people are the basis of Atos Origin's unique success story.

As a global and responsible company, Atos Origin is committed to implement sustainable best practices in environmental, social and ethical areas throughout its organization and in its business, and contributes to promoting and developing sustainable behaviour by positively influencing its stakeholders to take into consideration sustainability in their decision making. Atos Origin helps its clients advance their future, reduce their carbon footprint and ensure future corporate viability through the delivery of innovative and greener solutions.

€5.1 billion revenue
49,000 employees
45,000 engineers
worldwide

“ With this new operational model established in 2009, Atos Origin is now a fully integrated company leveraging on its scale and strengths.”

Dear Shareholders,

In 2009, Atos Origin achieved the first stage of its three-year recovery plan, despite one of the most challenging economic environments the IT sector has ever faced.

Our Group increased its profitability by more than 80 basis points to 5.7%, thus reducing the gap with its three-year objective, and improved its cash flow generation to reduce the net debt by EUR 165 million. The organic decline in revenue was limited to -3.7%. These objectives were achieved in spite of a difficult environment, particularly in Germany where the bankruptcy of one of our key customers - the retailer Arcandor - significantly affected the Group's net income, which in 2009 totalled EUR 32 million.

Overall I am convinced that our credibility in terms of delivering on our commitments is the best argument that we can provide to our clients, our staff and our shareholders to demonstrate our determination to build long-term partnerships that create value for everyone.

Your company continues to demonstrate its expertise and skills in delivering large and complex projects. As an illustration the contract with the International Olympic Committee was renewed in 2009 and extended through to the Rio de Janeiro 2016 Olympic Games in Brazil. Once again, Atos Origin successfully delivered a flawless IT performance for the Vancouver 2010 Olympic Winter Games last February. Through this major sporting event, we demonstrated to a worldwide audience of 3 billion

people our outstanding ability to provide the best IT services and expertise to our customers.

To further improve our performance, Atos Origin launched a major transformation program.

We have strengthened our organization so we can operate in the more challenging economic environment and properly execute our transformation program. Following the creation of a new governance structure, with a single Board of Directors and a Chairman & CEO, we have made several new appointments at the Executive Committee level; empowered the Global Support Functions and Global Delivery Lines; created the Global Sales and Market unit and the Strategic International Customers division. This division is responsible for managing centrally the major global accounts of the Group. With this new operational model established in 2009, Atos Origin is now a fully integrated company leveraging on its scale and strengths.

The TOP (Total Operational Performance) Program which was launched at the end of 2008 in order to further improve our operational performance continues and contributed significantly in 2009 to reducing our cost base and increasing cash generation. Among the TOP initiatives, we launched a Lean Management Program to improve our delivery efficiency, the quality of services to our clients, and our staff engagement. At the end of 2009, new TOP initiatives were launched to increase our sales and deliver more global and innovative solutions to our customers.



“We believe that in the IT sector, the post-crisis landscape will see the co existence of more industrialized, traditional IT services together with a new type of IT solution focused on business-critical services.”

Our Sales force has also been reorganized through the Global Atos Origin Market Alignment (GAMA) project which is based on a market sector-approach in order to better adapt our solutions to the specific needs of our clients.

We also reinforced our commitment to making our IT services “green” in accordance with the best international standards.

Since the beginning of the economic slowdown, the Company’s main priority has been protecting the jobs of its employees and developing their employability. In 2009, Atos Origin hired 4,500 engineers, of which half were graduates. In the medium-term, our ambition is to be recognised as being one of the best companies to work for by anticipating new ways of working and attracting and retaining the most talented engineers. This is the objective of the “Well Being at Work” initiative which was launched in December 2009 within the TOP Program.

Even if the crisis is not yet behind us, we need to anticipate what the winning approach will be in the post-crisis IT market. Our clients are facing major ruptures in their business environment (financial, economic, technological, and social) and they expect us, as a technology company, to help them reinvent their growth model. We believe that in the IT sector, the post-crisis landscape will see the coexistence of more industrialized, traditional IT services together with a new type of IT solutions focused on business critical services. The differentiator will be innovation which has always been part of Atos Origin’s DNA.

To this extent, our successful Hi-Tech Transactional Services (HTTS) is one way in how we are delivering value to our customers through our own strong IPR and processing assets. HTTS truly differentiates us and has been designed as a new global service line, in order to roll out Atos Worldline offerings for electronic payments, financial markets, e-customers, citizen and community services to all countries where Atos Origin is present. Our ambition is to double HTTS revenue organically in the next four years.

As a commitment to research and innovation, we have created a Scientific Committee comprising the fifty best scientists of our Group, representing eight nationalities. The Group is tasked with identifying the main technology challenges for us and our clients in the next 20 years. With its support, we have decided to present, every three months, distinctive and innovative packaged offerings that match our clients’ expectations. In January 2010, we started by launching Atos Sphere, which brings together all our Cloud solutions from Consulting, Systems Integration and Managed Services. Already a pioneer in Cloud Computing with our Atos Worldline services, our aim is to be a “Cloud enabler”, supporting our clients achieve their business objectives. We have also launched Ambition Carbon Free, our new Green IT solutions designed to reduce by half the IT carbon footprint of our clients—and even offset it. Our next packaged offerings concern Smart Utilities and Smart Grid, Enterprise Content Management, Collaborative tools, Context Aware computing, Social Computing.

Atos Origin's main priority in 2010 will be to protect the jobs and the employability of its 49,000 staff.

In this respect, we expect to double our training efforts in order to ensure we have the skills and talent to meet the needs of our customers.

We will move one step further in the transformation of our Company, accelerating the TOP Program, implementing the next steps of the GAMA sales organization, further deploying HTTS across the Group and developing "Well Being at Work" initiatives, starting with our new Atos Origin campus and headquarters in Bezons near Paris.

Finally, I strongly believe that if we deliver our commitments semester after semester, proving our ability to execute our transformation plan and to anticipate the new "post crisis" IT environment, Atos Origin undoubtedly has all that is required to achieve its medium-term strategy. For myself and for the Board of Directors our success will be the best way to thank all our stakeholders who contribute to our development and to the fulfilment of our ambitions.

**Thierry BRETON,
Chairman and Chief Executive Officer**

Governance

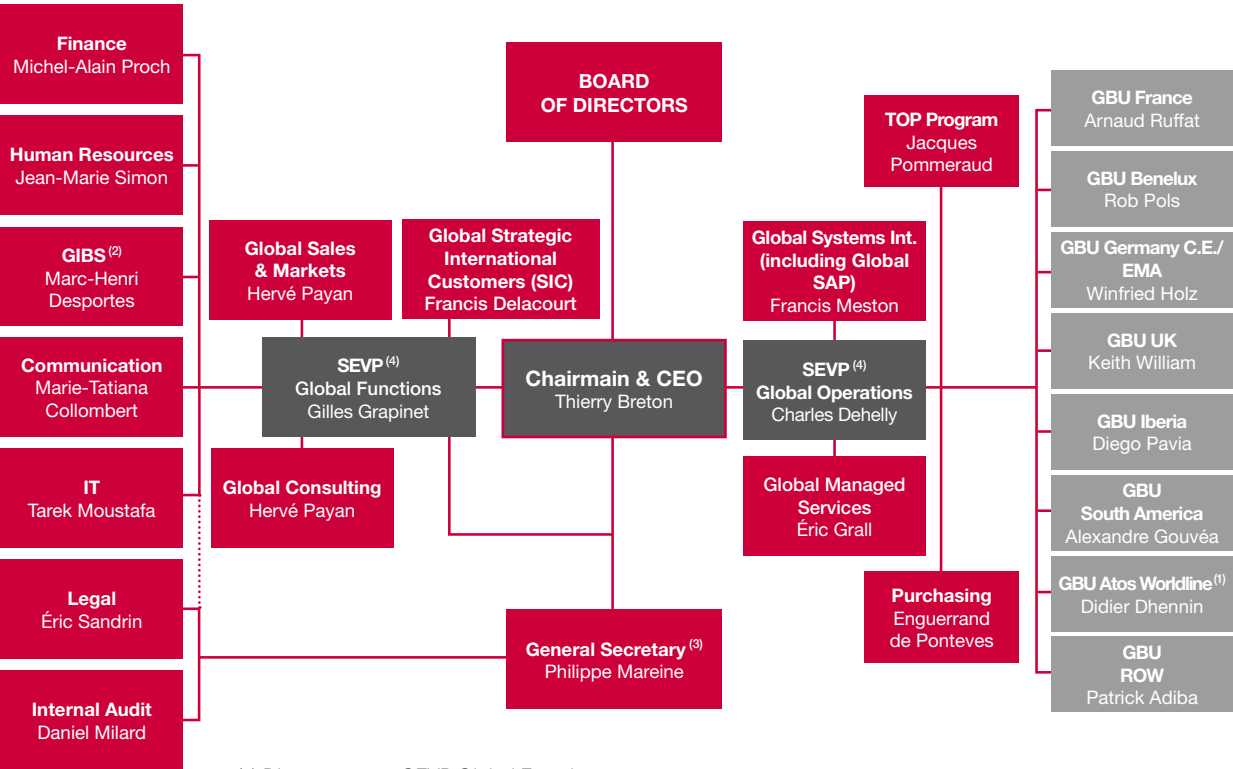
Since 10 February 2009, Atos Origin has been incorporated in France as a "société anonyme" (Joint Stock Corporation) with a Board of Directors and Thierry Breton as Chairman of the Board of Directors and Chief Executive Officer. This new governance allows for the necessary reactivity to implement the transformation of the Group and to lead all necessary actions to ensure growth and profitability in a difficult economic environment.

Group Top Management

The Group Top Management is composed of a Chairman and Chief Executive Officer and two Senior Executive Vice-Presidents:

Thierry Breton: >> Operational functions: Chairman and Chief Executive Officer	Charles Dehelly: >> Operational functions: Senior Executive Vice President in charge of Global Operations >> Transversal functions: Global Systems Integration & Managed Services, TOP Program, Global Purchasing, Group Business Units	Gilles Grapinet: >> Operational functions: Senior Executive Vice-President in charge of Global Functions >> Transversal functions: Global Functions, Global Sales & Markets, Group Innovation Business Dvpt & Strategy (GIBS), Global Consulting and Hi-Tech Transactional Services.
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Group Organization



(1) Direct report to SEVP Global Functions
(2) GIBS: Group Innovation Business Development & Strategy (including M&A)
(3) Direct report to SEVP Global Functions for Legal and Audit functions
(4) Senior Executive Vice President

The Executive Committee

The purpose of the Executive Committee is to manage the operational performance of the Group. Its main areas of competence are to assist the General Management in defining priorities and monitoring operational performance, the enforcement of the TOP Program (*Total Operational Performance*) and the implementation of action plans. It is an entity dedicated to the operational management of the Group. The mission of the Executive Committee is to improve interaction and cooperation between the Global Units, the Global Service Lines, Global Sales & Markets and Global Functions.

The Executive Committee is composed of members of the General Management as well as managers from the Global Units, the Global Service Lines, Global Sales & Markets, Global Strategic International Customers, the Group Innovation Business Development & Strategy Director, the Chief Financial Officer and the Human Resources Director.

The Board of Directors

At the Ordinary and Extraordinary Shareholders Meeting of 10 February 2009, the shareholders approved the new governance structure of the Company and appointed the members of the Board of Directors. Once set up, the Board of Directors appointed Thierry Breton as Chairman of the Board of Directors and Chief Executive Officer, and designated Behdad Alizadeh to be Chairman of the Nomination and Remuneration Committee and Jean-Paul Béchat as Chairman of the Audit Committee.

Since January 2010, the members of the Board of Directors are: René Abate, Behdad Alizadeh, Nicolas Bazire, Jean-Paul Béchat, Thierry Breton, Ms. Jean Fleming, Bertrand Meunier, Michel Paris, Pasquale Pistorio, Vernon Sankey, Jean-Philippe Thierry and Lionel Zinsou-Derlin.

Formation of the Group

Atos Origin is a leading international IT services company created through series of mergers and acquisitions, starting in 1997.

Atos was formed from the merger in 1997 of two French-based IT services companies – Axime and Sligos – each of which had been established out of earlier mergers.

Origin was a subsidiary of Royal Philips Electronics, which had been formed in 1996 from the merger of BSO/Origin and Philips Communications. Atos and Origin merged in October 2000.

KPMG Consulting's businesses in the United Kingdom and The Netherlands were acquired in August 2002 to establish Atos Consulting. This transaction provided the Group with a major presence in the Consulting segment of the IT services market.

Sema Group was acquired from Schlumberger in January 2004, thereby creating one of the leading European IT services companies.

Four Core Activities



Consulting

EUR 248 million revenue

A key enabler for business transformation

We provide end-to-end services and solutions, ranging from supporting strategy development through to enterprise solutions and technology decisions. This enables our clients to become increasingly effective and to generate more value through an innovative approach to business processes, well-integrated supporting technologies and strategic investments in people. Atos Consulting ensures that all aspects of a client organization – people, processes, and technology – are fully aligned with business strategy.



Systems Integration

EUR 1,894 million revenue

Delivering clarity from complexity

Successfully combining new solutions with established ones can transform the complete enterprise architecture into a single, seamless business system. Our extensive experience in integrating people, processes and technologies enables us to design, build and operate practical and robust solutions. Our specialists work with our clients to develop, implement, and maintain systems that will support and enhance their overall business strategy. We work with a carefully selected group of strategic partners and vendors to develop and implement end-to-end offerings and standardized packaged solutions in complex environments using best-of-breed technologies.



Managed Services

EUR 1,953 million revenue

Strategic alternatives addressing cost and risk

Our highly successful outsourcing operations manage core IT infrastructures for clients, including data centers, desktop support, server farms and network communication systems. We provide 7x24 “follow-the-sun” infrastructure and application support through our global network and the company has unrivalled experience in major enterprise programs covering complex and multi-site solutions. Our Continuous Service Delivery Model (CSDM) guides our clients through the process of assessment, planning, implementation and transition, and ensures consistent, high-quality service delivery worldwide.



Hi-Tech Transactional Services (HTTS)

EUR 879 million revenue

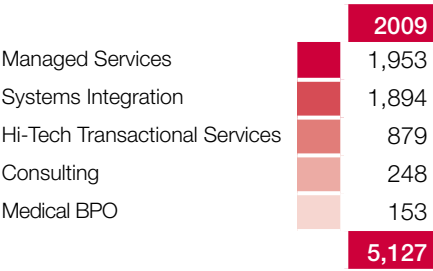
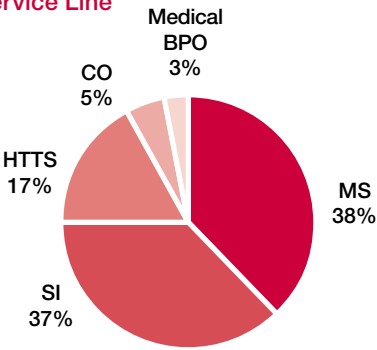
Billions of electronic transactions

Through its subsidiary Atos Worldline, Atos Origin is a leader in end-to-end services for critical electronic transactions. Here we specialize in electronic payment services (issuing, acquiring, terminals, card and non-card payment solutions & processing), eCS (eServices for customers, citizens and communities) as well as services for financial markets. HTTS focuses on delivering innovative solutions and services that help our clients advance their business strategies. HTTS also offers strong industrial processing capabilities enabling the processing of billions of electronic transactions.

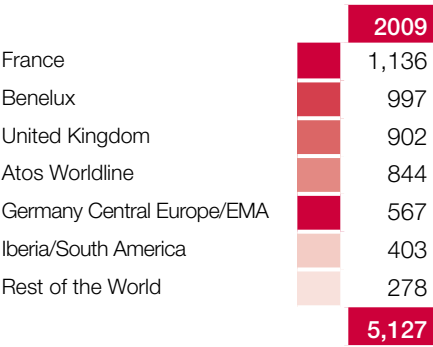
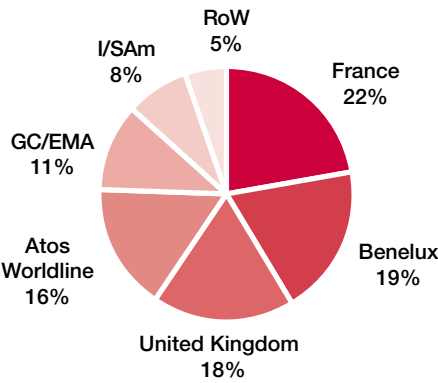
Financial Highlights

Revenue breakdown

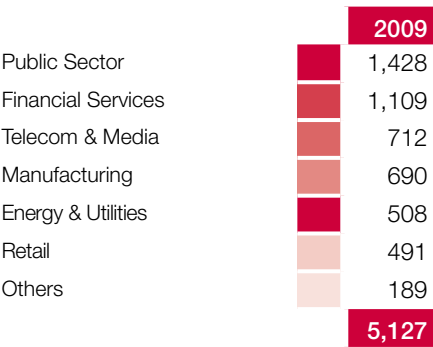
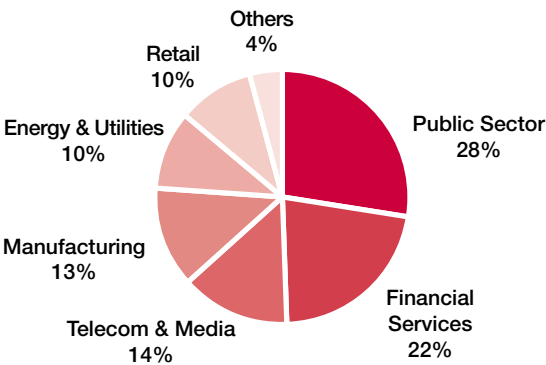
» By Service Line



» By Global Business Unit

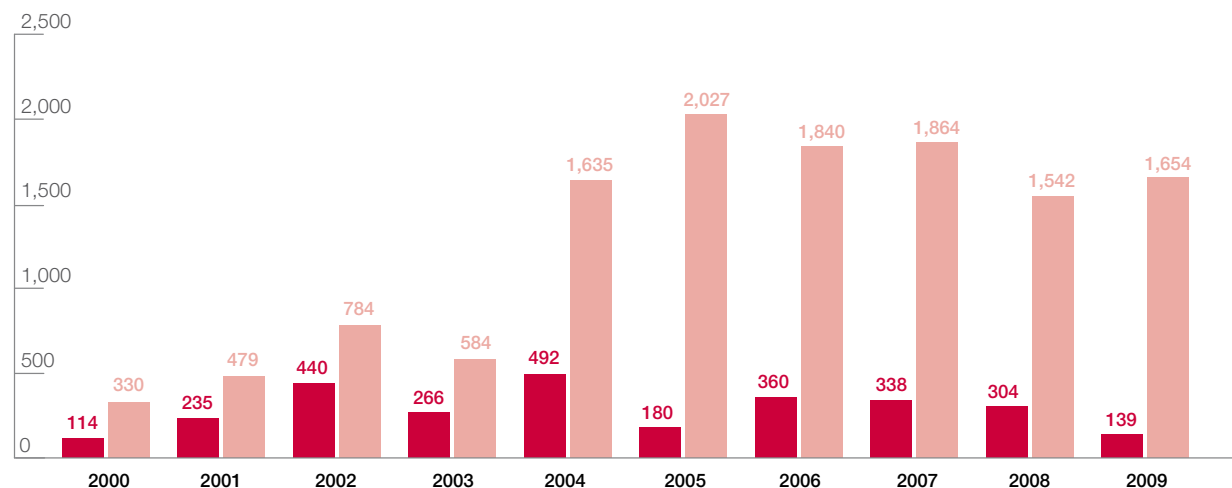


» By vertical

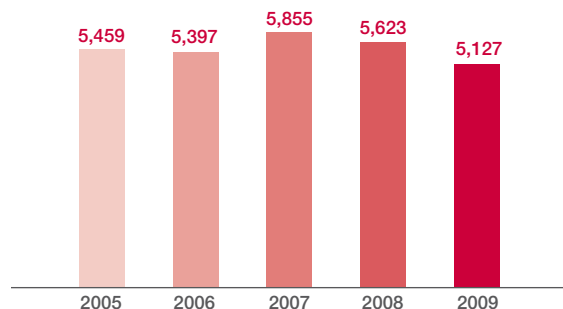


10 years net debt and equity evolution

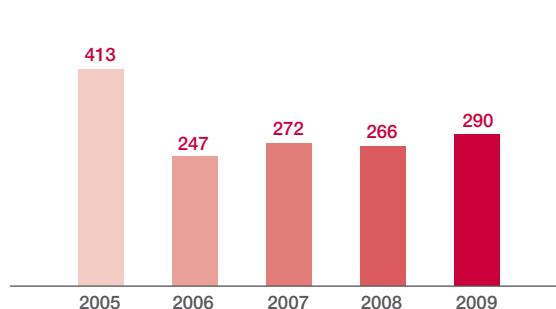
- Net debt (in EUR million)
- Equity (in EUR million)



5-year revenue performance (in EUR million)

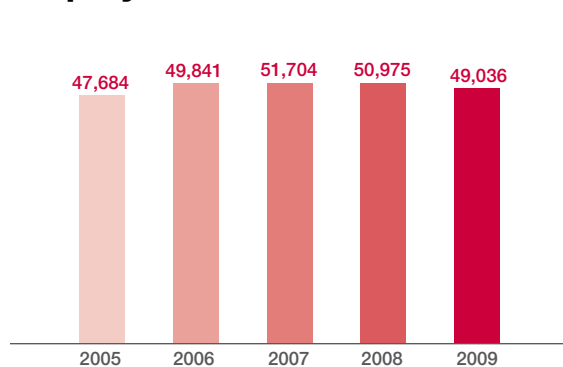


5-year operating margin performance (in EUR million)

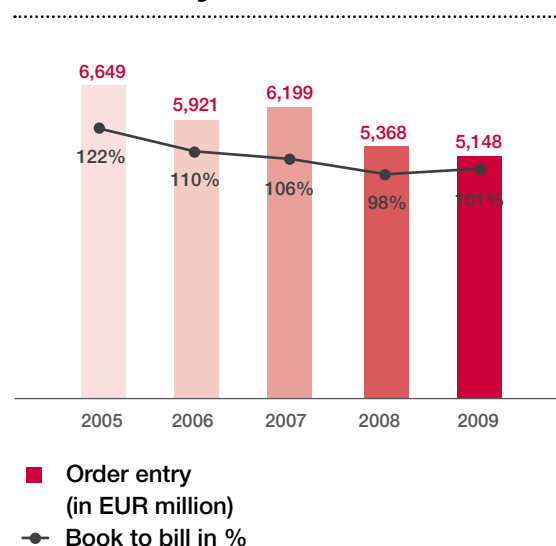


NB: 2005 operating margin presented before equity-based compensation.

5-year employees evolution



Order entry



Stock market overview

Atos Origin shares are traded on the Paris Eurolist Market under Euroclear code 5173 ISIN FR0000051732. They were first listed in Paris in 1995. The shares are not listed on any other stock exchange and Atos Origin SA is the only listed company in the Group.

Trading of shares (EURONEXT)

Number of shares	69,720,462
Sector classification	Information Technology
Main index	CAC AllShares
Other indices	CAC IT, CAC IT20, CAC Next20, Euronext 100, SBF120
Market	Eurolist segment A
Trading place	Euronext Paris (France)
Tickers	ATO (Euronext)
Code ISIN	FR0000051732
Payability PEA/SRD	Yes/Yes

The main tickers are:

Source	Code	Source	Code
Euronext	ATO	Reuters	ATOS.PA
AFP	ATO	Thomson Finance	ATO FR
Bloomberg	ATO FP		

Shareholder breakdown

The free-float of the Group shares is almost 100% today with the first two shareholders named PAI Partners and Pardus Capital each of them owning respectively 22.6% and 10.0% of the Group share capital on 31 December 2009.

	31 December 2009				
	Shares	% of capital	% of voting rights	Nominal Value	Book value (in EUR)
Treasury stock	652,152	0.9 %		652,152	22,778,036
Free float	69,068,310	99.1%	100.0%		
TOTAL	69,720,462	100.0%	100.0%		

PAI Partners, Pardus Capital, Centaurus Capital, directors and employees of Atos Origin are all classified under free-float.

Dividends

During its meeting held on 16 February 2010, the Board of Directors decided to propose at the next Ordinary Shareholders Meeting not to pay a dividend in 2010 on the 2009 accounts. During the past three exercises, Atos Origin has paid the following dividends:

Fiscal period	Dividend paid per share (in EUR)
2008	0.00
2007	0.40
2006	0.00

Financial Calendar 2010

- >> 14 April 2010 • 2010 First quarter revenue
- >> 27 May 2010 • Annual General Meeting (2009 results)
- >> 28 July 2010 • 2010 Half-year results
- >> 13 October 2010 • 2010 Third quarter revenue
- >> 16 February 2011 • 2010 Annual results

Contacts

Institutional investors, financial analysts and individual shareholders may obtain information from:
Gilles Arditti, Tel: +33 (0) 1 55 91 28 83, gilles.arditti@atosorigin.com
Or by sending requests for information to investors@atosorigin.com

Share trading performance

		2009	2008	2007	2006	2005
High	(in EUR)	38.46	40.45	55.29	65.20	62.00
Low	(in EUR)	16.51	15.01	32.80	33.50	45.60
Closing	(in EUR)	32.09	17.92	35.35	44.90	55.70
Average daily volume processed on Euronext platform	(in number of shares)	182,398	395,561	821,106	640,181	438,833
Free-float	In %	100%	100%	100%	100%	100%
Market capitalization	(in EUR million)	2,237	1,249	2,464	3,095	3,749
Enterprise Value (EV)	(in EUR million)	2,376	1,553	2,802	3,524	3,931
EV/revenue		0.46	0.28	0.48	0.64	0.72
EV/OMDA		4.7	3.3	5.5	7.9	7.9
EV/OM		8.2	5.8	10.3	14.3	9.8
P/E (year-end stock price on adjusted EPS)		12.2	6.9	17.4	27.5	14.7

Share performance in comparison with indices (base index 100)

During year 2009, most of the exchange markets in Europe and the US reported better performance compared to the previous year. Global indices such as CAC 40 and technology indices like CAC IT, Nasdaq Composite and Dow Jones Stoxx Tech increased, ranging from +17% for the Dow Jones to +44% for the Nasdaq. Atos Origin's stock overperformed strongly in the market, with an increase of +81% of the stock price. Most financial analysts and investors remained confident in the capability of Atos Origin to meet its 2009 revenue, operating margin and cash flow objectives provided by the Group early in the year. At the end of 2009, the Atos Origin consensus based on 20 analysts' estimates was as follows: 50% buy, 44% hold and 6% sell. In terms of target price, consensus was revised up several times during the exercise to 37.3 euros at the end of the year compared to 23.3 euros after the disclosure of 2008 results in February 2009.



2009, a year of operational excellence

• Our Olympic success story continues

Extensive preparations were undertaken by Atos Origin during 2009 for the Vancouver 2010 Olympic and Paralympic Games, including technical rehearsals and live tests, to ensure a flawless delivery of one of the world's most complex IT systems that relays results, events and athlete information to spectators and media around the world.

Atos Origin's special expertise in designing, integrating, managing and securing the different IT systems needed to manage the Games and relay competition results to a world wide audience of more than three billion people was demonstrated in the Technical Road map it published during 2009 as the company prepares to deliver a sustainable London 2012 Olympic and Paralympic Games in real time.

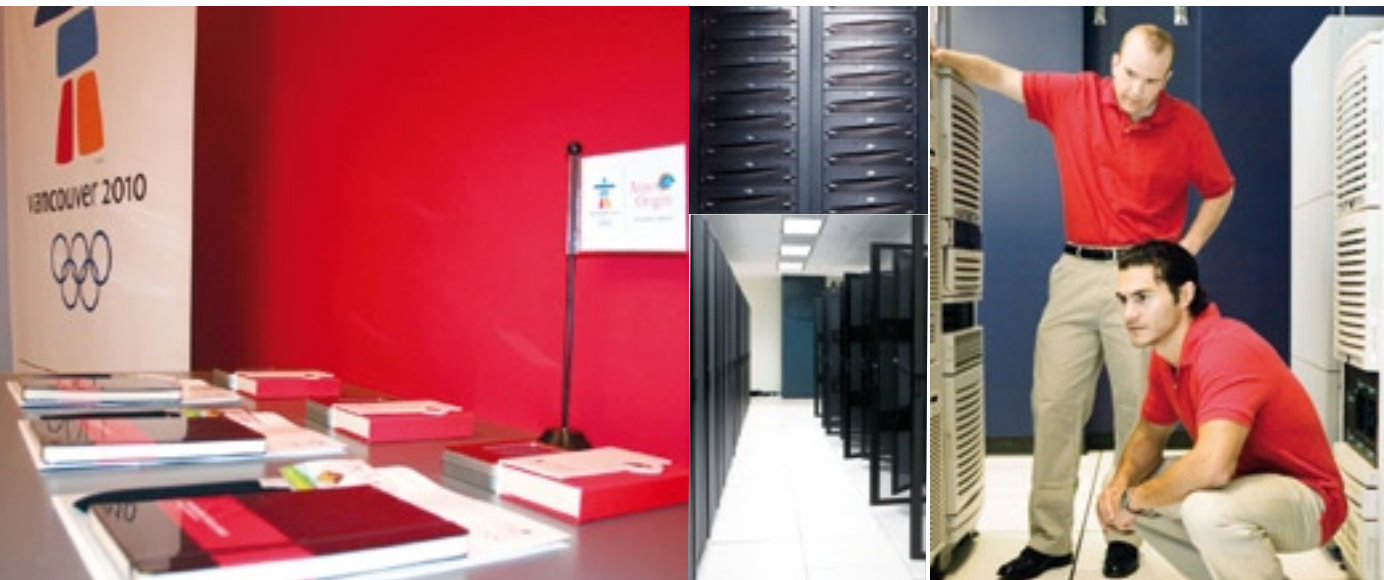
Our unrivalled experience in consistently running the world's largest sports-related contract since 2002 led to an extension by the International Olympic Committee of our contract as the Worldwide IT Partner for the Olympic Games and Top Sponsor through to 2016. In addition to the London Olympic Games in 2012, Atos Origin will now cover the Sochi Olympic Winter Games in 2014 in Russia and the Rio Olympic Summer Games in 2016 in Brazil.

• Innovation and leadership bring new wins

Our ability to lead international projects and our demonstrated expertise and capacity for technological innovation were key factors cited by many of our clients in awarding us contracts during 2009.

Moreover, Atos Origin's in-depth understanding of the business drivers in global market sectors also proved decisive in our major wins in 2009. These included new and renewed contracts for our core services of managed operations, systems integrations, consulting in the **Financial Services** sector (Royal Liver, KAS Bank, UVIT and Munich ReB, **Manufacturing, Retail & Transportation** (Brother, Zumtobel, NXP, Toyota Boshoku Europe, Renault, Lekkerland, Match Supermarkets, Thalys International, Go-Ahead and Scotrail), and **Public Sector & Health** (DSM, Univé-VGZ-IZA-Trias, UK Department of Health and Scottish Government).

Our specialized **Hi-Tech Transactional Services** were rolled out during 2009 at the global level, attracting new clients such as GIP eBourgogne (eCommunity services), and fuelGenie (ePayment services) as well as a contract extension for our card processing with Postbank and renewal of our contract with Travelex.



• Robust management underpinning operations

To keep apace with the ever-growing global activities of our clients and the need to make swift, effective decisions for their benefit, Atos Origin strengthened its organization during 2009 with important new appointments in its Executive Committee: Francis Delacourt (Head of Strategic International Accounts and Deals), Marc-Henri Desportes (Head of Global Innovation Business Development & Strategy), Eric Grall (Head of Global Managed Services), Francis Meston (Head of Global Systems Integration), Hervé Payan (Head of Global Consulting) and Philippe Mareine (General Secretary).

Transparent governance and a strong commitment to pursue its ambitious Corporate Social Responsibility program were also highlights for Atos Origin in 2009. We were proud to win the Sustainability Star for Carbon Reduction at the Vancouver 2010 Olympic Winter Games and were delighted with our ISO 14001 certification for the environmental performance of all our data centers and buildings in the Netherlands. In a white paper we set out our global vision of how to tackle sustainability using IT and how to develop the necessary services and solutions to transform the way businesses, value chains, networks and society as a whole operate.

• Award-winning, best-in-class expertise

Our commitment to operational excellence has been enhanced this year by further partnerships with other world class specialist providers such as Microsoft, SAP and Oracle, so we can provide the most reliable state-of-the art solutions for our clients.

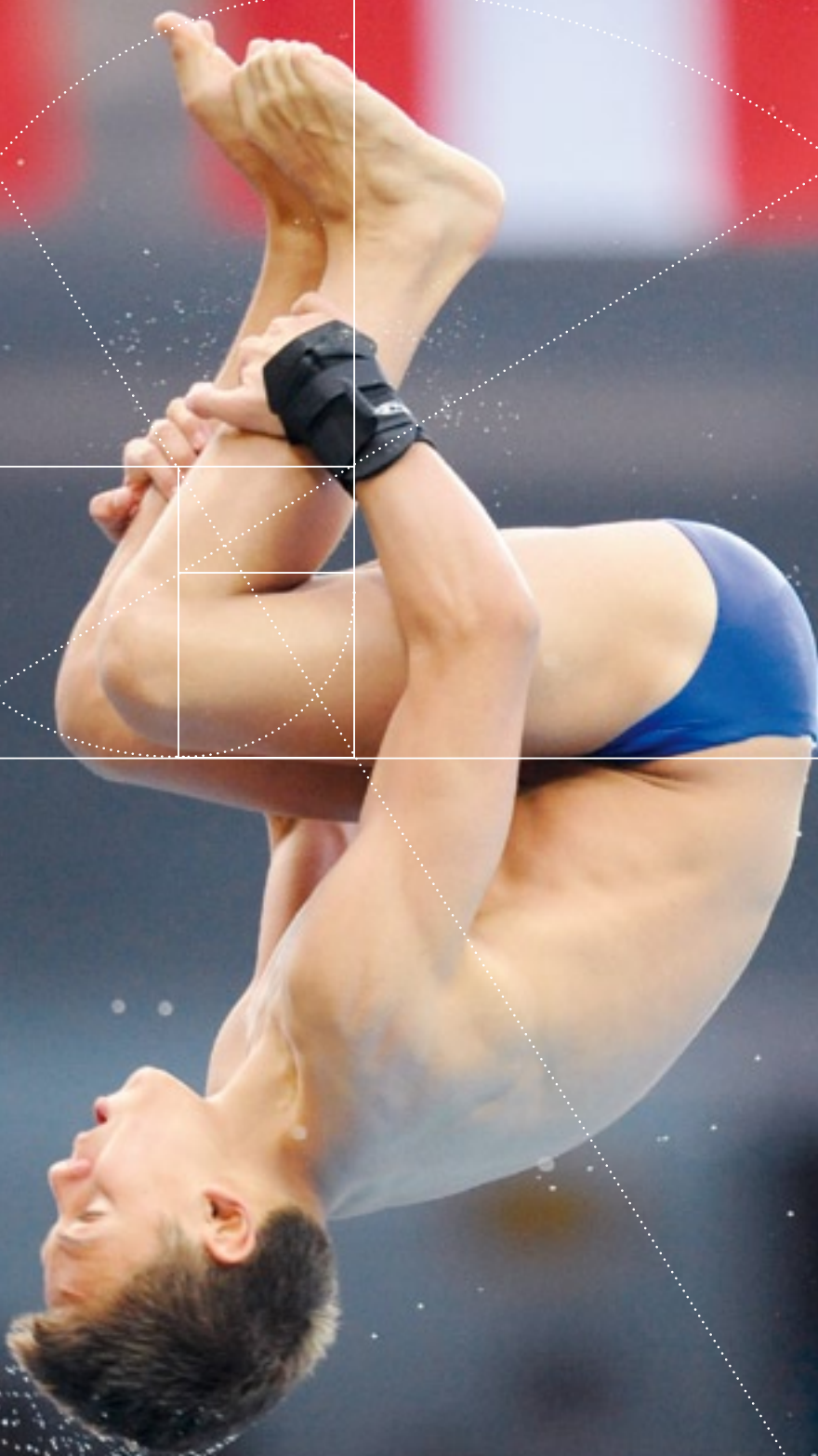
Atos Origin continued to garner plaudits from relevant international and national certification bodies in the form, for example, of ISO/IEC 27001 Certification for our Network & Security Services in France, a renewed Level 1 PCI DSS Certification from Visa and MasterCard for our Secure Payment Platform and certification to Run SAP® Methodology to implement end-to-end solution standards for clients.

Our innovative technological solutions were recognized by a number of industry awards in 2009. These included an award for Atos Worldline's innovative remote payment solution, the prestigious Novell award for Best EMEA Partner of 2008 for Identity & Security Management, and Atos Consulting's Operational Performance in the Public Sector Award by the Management Consultancies Association for cutting hospital waiting times.



01 • Critical IT Partner

Our grasp of the IT Market	18
Business-enabling IT solutions	20
Inventing the future of IT	24



Our grasp of the IT market

The Atos Origin Group is well positioned to address the new era of information technology. Our business-enabling IT services support our customers’ top-line growth, and our commitment to innovation means our customers can better maintain their competitive positioning thanks to our technology solutions.

Our target market

According to Gartner’s latest study, the IT professional services market targeted by Atos Origin is worth approximately EUR 460 billion per annum, of which EUR 144 billion is in Europe, our principal market today.

After the tough conditions of 2009, it is likely that the European IT services market will continue to be intensely competitive in 2010, with US and European IT service providers restructuring and re-focusing. Alliances will continue to be an increasing feature of winning new and innovative business – with IT service providers teaming up with industry specialists, technical specialists, or their direct competitors.

Highly competitive, specialist offerings (based on innovation/good customer fit/good price) will be increasingly important to take market share, and maintain growth over the next couple of years.

Market trends

The following key trends in 2009 will lead to a progressive re-shaping of the market:

>> On the supply side, industry **Consolidation and Globalization** was reinforced, mainly in the US where consolidation across traditional boundaries increased the capabilities of large players, enabling them to provide equipment, infrastructure services, software, application services, and financing to large customers, and for some, across the globe. This creates opportunities for Atos Origin as some clients do not want to concentrate their IT spending beyond a certain threshold and prefer consulting or integration services that are independent from hardware or software providers.

>> **Multi-sourcing and offshore** continued to grow as large players increased their low-cost delivery capabilities and big Indian players made significant inroads in Continental Europe. The future success of global delivery networks will depend less on the availability of low-cost resources and more on the quality of skills, tools, methodologies and alliances.

>> With business uncertainty increasing demand for utility or on-demand services, the rapid growth of **Cloud Computing** is the one most significant change affecting our industry. The flexibility of our Atos Sphere Cloud Computing solutions is a well-suited solution for our clients’ needs.



>> On the demand side, there was a **decrease in IT costs through Outsourcing** to meet customers' demands for increased flexibility through pay-for-use pricing, key performance indicators based on business outcomes, as well as deals being scoped to cover the IT support of end-to-end processes, integrating consulting, systems integration and managed operation capabilities.

>> Following on from the initial strong growth of BPO, Atos Origin sees further **increases in the demand for BPO** coming from enterprises widening the scope of their non-core processes to procurement, finance, CRM, and then to business-specific processes, such as claims management in insurance and billing in telecom. Public organizations will also be looking to externalize their classic non-core processes.

>> Atos Origin expects its vast expertise in deploying Enterprise Content Management services will help our customers deal with the explosive growth of digital information. This growth trend is set to continue and even accelerate, requiring additional effort and **Content Management and collaboration** services to be utilized to both secure as well as store this data.

For Atos Origin,
Information
Technology is
seen as a business
differentiator for
every vertical. >>

Business-enabling IT solutions

Atos Origin designs, builds and runs IT solutions which support business-critical processes. These are industry-specific solutions requiring extremely high levels of both industry knowledge and technology competence. Atos Origin aims to be a global leader in these activities which, in 2009, formed a significant part of its revenue.

Using technologies to meet our clients business-critical priorities.

We distinguish ourselves in the market through our high-value, end-to-end service offerings, which support the business-critical elements of our clients' information technology systems and operations. In many cases, these systems are so vital that, without them, our customers could not run their businesses and any downtime caused by system failure would result in severe loss in revenue, profit and client satisfaction.

Our customers rely on our in-depth industry knowledge and highly tuned technology expertise to provide these systems in a consistently reliable and secure way. Our portfolio of Global Distinctive Offerings provides clients with unique, added-value services, which are performed by Atos Origin with strong levels of excellence.

Business-critical Systems Integration

>> **Energy & Utilities:** Atos Origin is a global leader in providing *monitoring* and *command control systems*, as well as simulation and predictive maintenance platforms in the nuclear sector. For instance, Atos Origin has designed, built and deployed the *command and control systems* of 58 French nuclear plants. China, Russia, and United Kingdom have also retained Atos Origin's solution for several of their nuclear power plants.

Atos Origin is the architect of French electricity company ERDF's information system and lead manager of its Smart Metering project which, aims to replace the 35 million electricity meters in France, providing remote automated data acquisition, configuration, maintenance and operation of smart meters.

>> Telecom & Media: Atos Origin demonstrates its best-in-class integration solutions for real-time fully convergent prepaid and post-paid billing, providing telecom operators with the means to significantly decrease operating costs, while introducing flexible offerings. Atos Origin's large customer base across the world includes KPN, Turkcell, Swisscom, E-Plus, Tele2, Vodafone, Mobipay, and MTN South Africa. Atos Origin's Next Generation Intelligent Networks (NGIN) enable telecom operators to become total communications providers, offering convergent voice and data services to mobile, fixed, and IP devices.

>> Manufacturing & Transport: Atos Origin's new and unique Integrale offering predicts problems and reduces delays on train networks. In the United Kingdom, for example, Atos Origin signed a contract in 2009 to provide Internet ticketing (AVANTIX WebTis) to GoAhead Group (UK-based rail and bus operating company). Atos Origin retained 100% market share of the 'on train' ticketing market by renewing all Operators' contracts for AVANTIX Mobile. Our vast experience in participating in developing avionics functions has been endorsed by our appointment as Airbus' preferred partner in the Topcased project. This is a development platform for onboard and critical systems using open source technology.

>> Major events: as the Worldwide IT Partner for the Olympic Games since 2002 and Top sponsor, Atos Origin integrates, manages and secures the vast IT system that relays results, events and athlete information to spectators and media around the world. The Atos Origin contract with the International Olympic Committee (IOC) was extended in 2009 to cover the Sochi Olympic Winter Games in 2014 in Russia and the Rio Olympic Summer Games in Brazil in 2016.

>> Health: the company has over a decade's experience of delivering leading-edge healthcare programs. Medical BPO is the UK market leader in occupational health, covering the health and well-being of 780,000 employees. Medical BPO is the sole provider of benefits related to disability assessments through the contract with the Department for Work and Pensions. Atos Origin's DWP practitioners review over 17,000 cases per week.

Business-critical Managed Services

As the leading European outsourcing company and with a significant position in the rest of the world, Atos Origin provides many of its customers with support for essential operations on a 24/7 basis. Our portfolio of business-critical managed services includes:

>> Infrastructure Solutions: infrastructure management and hosting services ranging from remote infrastructure management, secure data center hosting to utility services.

>> Application Hosting: by providing application processing from a shared infrastructure hosted and managed within an Atos Origin data center, we aim to ensure business continuity at the same time as combining Total Cost of Ownership reduction, regulatory compliance and continuous improvement of our customers' application landscapes.

>> Identity, Security and Risk Management: Atos Origin's end-to-end approach to information security integrates security solutions into customers' business and IT service management to enable controlled business risks, improved operational efficiency and reduced costs.

>> Adaptive Workplace: workplace management and end-user support services provided on a 24/7 basis that deliver a truly adaptive workplace and allow an enterprise to respond quickly to changing business conditions through highly responsive service levels and reduced costs.

>> Cloud Infrastructure Services: cloud computing services, as part of our overall Atos Spheretm offering.

>> Mainframe Services: our strong offerings, high-quality service delivery from the European Mainframe Hub in Essen, and an excellent track record create numerous benefits for customers such as cost savings, continuity improvement, increased flexibility, reduced investment, and risk reduction.

...Business-enabling IT solutions

European leader in business-critical payment services

The continuing global economic crisis in 2009 made the whole area of payments a real focal point for all enterprises. Through Atos Worldline, the largest European end-to-end payment services provider, we offer a proven and extensive portfolio of innovative solutions for business-critical payment transactions enabling us to help our clients better anticipate the major European regulatory challenges and optimize the performance of their end-to-end electronic transactions.

Atos Worldline is a leader in end-to-end services for critical electronic transactions. It offers strong industrial processing capabilities enabling the processing of 15 billion electronic transactions per year on its highly secured data centers in Europe. Atos Worldline's fully interconnected data centers run 24/7 and offer unlimited capacity of volumes.

European leader in an evolving payments landscape

Until recently, payments in Europe were mostly governed by domestic schemes, each country having developed its own protocols and charging mechanisms. However this payments landscape is changing as a result of the Payment Services Directive which came into effect in November 2009 and the Single European Payment Area (SEPA) initiative gaining momentum and breaking down the national barriers.

In order to prepare our clients for the SEPA market, Atos Worldline's strategic IT Globalization Program aims to deliver the first truly pan-European payment processing platforms for Acceptance, Acquiring, Issuing and Clearing and Settlement. These global payment

processing platforms are designed and developed to meet the requirements of our international customers for cross-border processing, front and back-office, including full regulatory compliance, fraud and risk management.

During 2009, through our distinctive offering on Payment Services and SEPA (Bank Payments), Atos Origin assisted customers (from retailers to banks) to optimize their payments, via card (issuing and acquiring) and non-card (credit transfer / direct debit) through all channels (face to face, Internet and mobile) by increasing flexibility and reliability. Our services cover design-build-operate using solutions we have developed independently from vendors, although in some cases using best-of-breed packages.

Our SEPA offering comprises a wide range of bank-related payment solutions to financial institutions, corporates and public administrations. Our solutions vary from advisory (Payments Strategy, SEPA CT-DD/PSD Compliance, and Financial Supply Chain) to transaction-based solutions and services including SWIFT connectivity, SEPA DD mandate management and our Financial Flows Centertm model.



Gilles Grapinet, Atos Origin Senior Executive Vice-President, Global Functions, explains how this solution forms an important strategic direction for Atos Origin's future success in the market.



Setting the trends with new business models

Entrepreneurship and innovation continue to dominate Atos Origin's approach to developing solutions that add value to its clients' businesses. As from 2009 Atos Origin offered its clients its Hi-Tech Transactional Services based on an effective recession-proof business partnership model.

What is Atos Origin offering through this new service?

Our Hi-Tech Transactional Services cover business-critical electronic transactions such as our ePayment Services for card issuing, acquiring, payment solutions, terminals and card processing, our eCommunity Services for customers', citizens' and communities' interactions, and electronic payments for financial markets. All of these services have been successfully developed and deployed for more than 30 years now by Atos Origin's wholly owned subsidiary, Atos Worldline, the recognized European leader in electronic payments and transaction services. The infrastructure and assets that have been built by Atos Worldline are now being rolled-out to all Atos Origin operations around the world so that they can engage in new value-added dialogue with their clients.

What type of flexibility does this solution offer clients?

We use our own highly sophisticated transactional software assets, fully protected by our own intellectual property rights, which are re-used and adapted to the specific needs of our clients. The groundbreaking solutions are processed on our own platforms which we have carefully designed for performance and efficient operations. This ensures a short time to market. Our clients don't have to devote expensive human and financial resources to build a solution: we, the specialists, do it for them. What they want to know is that we will provide them with secure and compliant service delivery. And, that our solution will meet their business needs, provide added-value business processes and contribute to their development.

How does the business model work in practice?

Through Atos Worldline and in other parts of our business, we have many years of experience in successfully using this model. The HTTS global offering incorporates a pay-as-you-grow incentive for Atos Origin and its clients. We enter into business partnership discussions with our clients to structure our revenues in line with the business benefit we create for them, rather than on a fixed-price basis or a time & material approach. We bill according to specific business metrics, negotiated with clients and which reflect their business successes. This can be, for example, per order issued on an internet platform, per card issued, per payment processed, or per mailbox created. Our respective business interests become aligned as we are paid when the transaction takes place.

Inventing the future of IT

Global trends have created the need for a new 21st Century operating model where innovation is intrinsic to every process within an organization. That is why our innovation process is a continuous process. Atos Origin now has a systematic, business-market-oriented approach to innovation, improving capabilities to create new value in new ways, and ensuring that innovation strategy is aligned with corporate strategy and market demands.

Innovation in our DNA

As companies continuously transform their business models, processes, organizations and IT systems to address new markets and create competitive advantage, increasingly, new technologies are viewed as a key component to enable or drive these transformations.

Our commitment to innovation, collaboration and partnerships is a means of guaranteeing commercial success and sustainable growth with our customers. We aim to conquer new areas and create flexible business models with our customers and partners through client-oriented innovations based on “unresolved” client issues, product innovation based on client needs, market pull, internal improvements and/or cooperation with technology partners based on their new products and/or services.

Innovation is one of the key missions of GIBS, the new global corporate group in charge of **Group Innovation Business Development and Strategy**. This Group is also in charge of managing relationships with our global business partners and it works closely with the Atos Scientific Community.

The Atos Origin innovation process follows a clear route. It identifies social, technological, economic and political trends and opportunities, moving on to proof of concept, and then the creation of a solution and its eventual exploitation. All innovations are recorded and evaluated by standard Atos Origin innovation criteria based on client demand, market developments, business cases, business models and delivery requirements and capabilities.

From ideas to innovation

Atos Origin launched its **Idea Management Platform 2.0** in October 2009. This new platform allows all employees to share ideas on innovation and other organizational topics. The launch of the platform and the communication and training deployed around this launch will be a significant accelerator to spread a culture of innovation throughout Atos Origin in 2010 and the years to come. Great attention was put during 2009 to improving the overall innovation capabilities of the countries, through knowledge-sharing, establishing better ways to cooperate and boosting cross-fertilization among all Atos Origin service lines.

LOOK OUT, our annual, international trends report, provides an at-a-glance summary of the opportunities and obstacles that businesses can expect to see in the short, medium and long term. **LOOK OUT 2009+** focused on how innovation can deliver true business value even in a recession.

Atos Origin organized many innovation workshops and events with customers and partners in 2009. Those workshops and events, along with proofs of concept, are essential success factors for product and service innovation. They create an environment for lasting relationships between all innovation stakeholders and enable us to examine opportunities for innovation on an ongoing basis.

Journey 2014: Scientific Community shaping our future

Atos Origin's Scientific Community, made up of a network of over 50 of Atos Origin's best scientific minds of all skills and backgrounds from around our global organization, was set up by Atos Origin Chairman and CEO Thierry Breton in May 2009. Its aim is to help Atos Origin anticipate and craft our vision over the next five years in relation to upcoming technology disruptions and the new challenges facing our industry.

What does the Scientific Community do?

The breathtaking pace of the IT services market makes innovation paramount and a proactive approach is key to staying ahead. This is the *raison d'être* of Atos Origin's new Scientific Community. Our 50 leading scientific experts from within our organization are researching, documenting and testing 'through' proofs of concepts the challenges and building blocks that will drive the company into the future.

How does this benefit Atos Origin's clients?

The aim of the Community is to help anticipate upcoming technologies to forge Atos Origin's vision for the next four or five years. By looking into the future, we will anticipate our clients' needs and be well-prepared with the right type of solution to support their business growth.

What areas has the Scientific Community identified for the future?

The experts have already defined key strategic challenges and building blocks where there is a need to reach market excellence. For example, we believe that the growth of mobile Internet will have a significant effect on both the private and working environment, as it enables access to IT services everywhere and at any time. Our other areas of interest include new ways to deliver, to network, to make decisions, to manage business processes, and more.



Marc-Henri Desportes, Executive Vice-President, Group Innovation, Business Development and Strategy, sets out how the work of the Scientific Community will play a critical role in helping Atos Origin's clients make the right choices for the future.



What is on the horizon?

Challenges

- Alternative delivery models
- Context-aware computing
- Community and social networking
- Collaboration
- Decision support
- Business process management
- Electronic entertainment and gaming
- Control command for complex systems
- Green IT
- Working environment & collaboration

Building Blocks

- Process model
- Social graph
- User interface
- Context (location)
- Governance, Risk & Compliance
- Data brokerage
- Architecture mixing SOA & Real time
- Identity Management

...inventing the future of IT

IT for sustainable growth

During 2009 Atos Origin has developed a scientific and technological expertise to minimize its own operations' impact on the environment, through its IT solutions to help its clients optimise their environmental efficiency, while at the same time deploying its skills, resources and technologies to help the world become more sustainable.

Climate change and the need to reduce the environmental impact of business present both a challenge and an opportunity to Atos Origin, its clients, partners and suppliers. Studies show that currently IT accounts for about 2% of total CO₂ emissions globally. At the same time, it is suggested that IT holds one of the major keys to reducing the remaining 98% of CO₂ emissions.

Atos Origin stepped up its environmental and corporate sustainability efforts in 2009 as an integral part of the Group's Total Operational Performance program (see page 33 for more details). Our efforts to improve the environmental performance at our data centers were recognized in 2009 by the EMEA North Partner Award 2008 for most innovative use of virtual infrastructure at the 2009 VMworld event in Cannes.

At the same time, we increased the focus of our attention on helping our customers reduce the environmental impact of their business and their IT. In 2009, Atos Origin provided leadership by helping its clients from all industry sectors to bring about a real transformation in what is one of the biggest IT transformational issues today: Green for IT and IT for Green.

Enabling clients to achieve their sustainability objectives

The main contributions include:

- **Sustainable Consulting for Inditex Spain.** Atos Consulting in Spain helped the Inditex Group, one of the world's largest fashion distributors, with its 2010 Environmental Strategic Plan. One area of initial focus was the reduction in their CO₂ distribution footprint by 20%. To achieve this, a pilot scheme was initiated that focused on one brand, Pull&Bear, and the main logistic service provider. The company undertook a detailed analysis of the carbon footprint across logistic operations (primary and capillary routes) throughout the Spanish distribution network of 287 stores and an "environmental audit" resulted in a list of 23 improvement measures, classified into five groups.
- **50% reduction in carbon emissions for Highways Agency.** The Highways Agency in the UK is responsible for managing, maintaining and improving the strategic road network in England. Atos Origin helped the Agency to look at sustainability from two perspectives: first, how IT could improve its own sustainability performance, and second, the opportunities that were available across the Agency's business and with the traveling public to leverage the power of IT. Based on a diagnosis and a 5-year roadmap covering their IT infrastructure and control applications, the Highways Agency is now seeing a 50% reduction in carbon emissions coupled with cost savings of over £4m per year.



• Sustainable and Greener Olympic Games.

Atos Origin is committed to helping the IOC and the Organizing Committees to deploy technological solutions to shrink the Olympic Games' carbon footprint. This is happening in many different ways, including reducing paper consumption, reducing the amount of hardware and power consumption, and cutting down on travel. As part of our preparations for Vancouver 2010, we deployed innovative technology solutions such as Virtualization, Remote INFO2010, a Remote Commentator Information System (CIS), an Online Volunteer portal and the first-ever online Accreditation System. As a result we were awarded a "Sustainability Star" by the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) for helping it achieve its sustainability goals.


Looking forward with leading-edge sustainable solutions

Atos Origin communicates regularly with its stakeholders in order to alert, mobilize and create awareness around sustainable development challenges. Our *Intelligent Sustainability* offering helps customers implement a sustainability dashboard across the whole enterprise, while our *Road to Sustainability* offering helps them define their sustainability roadmap and business case.

With its Green solutions, Atos Origin is focused on accompanying its clients on their journey toward environmental excellence. As a leading IT services company, Atos Origin can support future developments in areas such as faster processing, lower energy consumption and greater efficiency.

IT's largest influence will be by enabling energy efficiencies in other sectors, an opportunity that could deliver carbon savings five times larger than the total emissions from the entire IT sector in 2020. >>

Global eSustainability Initiative



02 • Strengthening our presence as an integrated group

Making the future ours	30
Transforming our operations to deliver operational excellence	32
Mobilizing our human resources	34
Engaging in Corporate Social Responsibility	36





Making the future ours

Mission and Vision

To address the extremely competitive landscape and strong price pressures in 2009, the Group designed a strategy based on restoring margins and improving our core IT business, and at the same time, resuming growth and developing differentiation based on strong assets and IPR – a first priority being to reinforce our leadership in payments and Hi-Tech Transactional Services in Europe.

This strategy was bolstered by a strengthened Sales strategy on one hand, via two initiatives, GAMA (Global Atos Origin Market Alignment) and Strategic International Clients (SIC), and on the other hand, through the pursuit of the Group's ambitious Corporate Social Responsibility program.

» 01

Securely processed
374 million payment transactions over the internet and mobile phones across Europe in 2009 – a 20% increase on 2008

02

Enables real-life operator training at the EDF nuclear simulator by implementing **300,000 different scenarios**

03

Provides electronic access to 1 billion documents stored in the French National Library including Buddhist manuscripts from 400 AD

Supporting innovation

In order to strengthen its position in the field of payment transactions, and prepare clients for the Single Euro Payments Area, Atos Worldline initiated the strategic IT Globalization Program, which in 2009 was incorporated into the TOP program. It aims to deliver the first truly pan-European payment processing platforms for acceptance, acquiring, issuing and clearing and settlement.

With these global platforms, the Group aims at significantly increasing the number of processed transactions in the coming years from their current annual level of over 2 billion, by growing the business in our existing markets (Belgium, France and Germany) and by expanding the business into other markets where Atos Origin has a strong presence.

Atos Origin is at the forefront of the world's leading technology projects in the Energy, Public Sector, Telecom and Financial Services markets. Through the TOP program, the Company has used a systematic approach to identify these projects to ensure that they are recognized both internally and externally. It has also enabled us to apply and qualify for the Crédit d'Impôt Recherche, a French tax credit awarded for the innovation we have demonstrated, for example, in building a control room simulator for EDF for training purposes, and running an electronic archiving solution for the French National Library.

Distinctive offerings

First launched in 2008, Atos Origin's Distinctive Offerings (DOs) are each carefully chosen as being an innovative and effective solution that reduces cost, adds value and creates a competitive advantage. These offerings continue to form a key part of our strategy and are selected by a Global Innovation Board. A thorough review was carried out in 2009 and the program was extensively professionalized. In 2009, strong performance was achieved in offerings such as Adaptive Workplace, Identity and Security Management and Nuclear, and the goal for 2010 is to build further on this growth.

Achievements in 2009

The added value of our DO portfolio led to winning two contracts in 2009 for the delivery of digital control systems to CNPE (China Nuclear Power Engineering) and also for the delivery of two full-scope simulators, providing the specification documents that will allow ERDF to issue international open tenders to purchase Smart Meters and Smart Concentrators. We signed up a sixth telecom company for our Next Generation Intelligent Networking platforms, a five-year contract with Lekkerland which includes SAP ERP Application Management services and projects, and undertook Consulting & Software Selection for EADS Astrium UK.



Transforming our operations to deliver operational excellence

Reinventing Atos Origin

Over the last decade Atos Origin has grown into a multinational IT services company with strong local operations worldwide. To keep pace with the trends in the IT industry and with the changes made by the Group's global clients, a new working model has been implemented to empower the company to better succeed in the global market. The change will enable Atos Origin to work in the so-called “glocal” way, drawing on the benefits of a real global entity, when it is needed, while keeping the local market strengths that few, if any, of our competitors can match.

By moving to a new governance structure based on a system with a Board of Directors, a Chairman and Chief Executive Officer, and an Executive Committee, which manages the operational performance of the Group, the company can apply the necessary reactivity to implement its transformation and ensure growth and profitability.

» 04

Ensures that 45 million flowers and plants are distributed every day by FloraHolland

05

Enables Inditex, a fashion distributor and Zara owner, **to lower (transport) carbon emissions by 20%**



Charles Dehelly, Senior Executive Vice-President in charge of Global Operations. "The TOP program is ultimately about driving revenue growth, improving profitability and reducing our financial debt so that we can thrive and survive in today's competitive market."

Total Operational Performance (TOP) Program

The *TOP program* was launched in December 2008 to accelerate improvement in the operational and financial performance of the Company while improving our services and delivering increased value to our clients. Overseen by the Executive Committee, it is an internal program which affects all our employees across all Global Business Units and will continue through to 2011.

The TOP Program strongly contributed to the Group's financial performance in 2009 by identifying where improvements in the operational and delivery model could be made and then implementing them fast so that the benefits for both Atos Origin and its clients were realized swiftly. Key initiatives in 2009 included the Lean transformation projects rolled out across the Group to increase our own efficiency through, for example, improved utilization rates. Under the TOP Program, we doubled the size of our Managed Operations teams in our offshore locations and increased offshore Systems Integration teams. Greater cost and service efficiency was achieved by consolidating our infrastructure into regional hubs (e.g. mainframe services), and we strengthened our cash collection process and purchasing power through a single global company approach, resulting in better deals with our suppliers.

At the end of 2009, we launched five new programs focused on improving sales effectiveness and a program for employee well-being covering talent management, training, incentives and mobile working.

Strengthening our sales strategy

The *Global Atos Market Alignment Program* ensures Atos Origin's offerings are based on a strong industry focus in order to capture new market opportunities through comprehensive Go to Markets with coordinated management of business. The Company's sales organization is now consistent across the world in terms of sales skills towards targeted industries. The Group has selected the following five major markets where it will seek to maintain and extend its leadership: Public Services & Health, Energy & Utilities, Financial Services, Telecom & Media, Manufacturing, Retail & Transportation.

A new *Strategic International Clients and Strategic Global Sales* unit was established in September 2009 to manage the Group's multi-country clients and to lead or support all major cross-country deals integrating and optimizing cross-service line offerings to meet their global requirements.



Mobilizing our human resources

Employer of choice

Our employees remain our most precious assets, and we recognize that it is crucial that they have the highest levels of “savoir-faire” on the market in order to respond to clients’ needs and to continue to provide first-class services. Developing our people lay at the heart of our operating model in 2009.

With a new top management in place from the beginning of 2009, a very strong focus has been placed on people development.

» 06

Facilitates travel to 30 million UK locations with Transport Direct, an online travel-planning portal

07

Electronically processes 900,000 prescriptions weekly for NHS Scotland

08

Compiles the fixture list for the FA Premier League, the elite football club competition

Talent development

Atos Origin increased its training efforts in 2009 to make sure that all its employees in every business unit and function around the world have access to best-practice training. The Atos University was expanded in early 2009 to create an umbrella for all training and development activities within the Atos Origin Group, fully linked to Human Resources.

Attracting new employees continues to be important, and in 2009 we launched the Talent Search Program to provide internships and graduate positions for talented candidates. We also implemented a new global eRecruitment system allowing candidates to apply directly online. Almost 4,500 new engineers were hired in 2009 for replacements and for some of our key areas of business growth.

Atos Origin is committed to developing our future leaders through international exposure, and at any one time, several hundred employees are abroad on temporary or long-term assignments. Our ongoing work on the Olympic Games provides an excellent opportunity for our people to experience living abroad for a short time, and the results of their considerable efforts were clearly visible during the 2010 winter games in Vancouver.

Rewarding talent

As employee retention is at the heart of our people strategy, we continuously review and benchmark our compensation and benefits schemes to ensure our competitiveness in the market. The compensation package offered by Atos Origin includes a fixed salary, a variable bonus for eligible employees and benefits aligned with market practice. Key senior managers may also receive long-term incentives such as stock-options and performance shares. In 2009, the Group implemented three stock-option plans, which served to reinforce the sense of our people belonging to one entrepreneurial community. Atos Origin provides pension benefits in several countries where it operates. These benefits are usually provided by associated pension funds, insurance companies or directly by the Group.

Performance management and employee communications

Every Atos Origin employee worldwide is now appraised according to our performance management cycle that involves two performance review cycles per annum. An Annual HR review also forms a very important part of our talent management program, serving as an opportunity to identify new talents and to build succession plans across the Group. Atos Origin management sees employee dialogue through the European Work Council as a good opportunity to find solutions for global issues, to share strategy, changes and concerns with employees' representatives at European level. Two face-to-face meetings and continuous dialogue took place in 2009.



Engaging in Corporate Social Responsibility

Corporate sustainability

As a world-class company, Atos Origin is committed to deploying best ethical practices at business, social and environmental levels within our organization, our operations and among our stakeholders. Atos Origin has a long history of social and environmental engagement. Current market conditions highlight the importance of continuing our efforts to strengthen and implement globally the Group vision and strategy for sustainability.

» 09

Delivers the Olympic Games results to the world's media in **0.3 seconds**

10

Manages **59 million email boxes** and delivery of **115 billion emails**

“We take sustainable development into account in everything we do; from the bid process to construction of sport infrastructure, and of course information technology. We are very happy to have a partner like Atos Origin who has exactly the same vision and the same goals.”

Jacques Rogge,

President of the International Olympic Committee

Environmental and corporate sustainability

Our aim is to help minimize the impact of our own operations on society and environment, and, through our sustainable and green solutions, enable our clients to aid their own transformation towards sustainability and optimizing their environmental efficiency.

As part of the Group's Total Operational Performance program, we launched our Sustainability Project in early 2009 to ensure the Company operates in compliance with sustainable best practices and international standards. Our aim is to improve by 2012 the environmental performance of the Group data centers and company sites through the ISO 14001 certification process of the Group's 45 data centers and the reduction of greenhouse gas emissions and energy consumption by 15% by 2011. At the end of 2009, 22 sites were certified, including data centers, and the Group implemented the European Code of Conduct on Data Center Energy Efficiency (Green Grid). As the first software and computing services company to join the Global Reporting Initiative, we launched in 2009 a Global Carbon Footprint Abatement Program at Group level in order to measure and report our sustainability achievements under the world's de facto standard in sustainability reporting.

To achieve our aims we also encourage our stakeholders to adopt best practices, for example through our Responsible Purchasing Policy, which integrates sustainable development as a criteria when choosing our suppliers, our Green Travel Policy and our Global Waste Management policy.

Examples of our work to help our clients reduce their Carbon Footprints in 2009 include working with Inditex Group, one of the world's largest fashion distributors, to reduce their CO₂ distribution footprint by 20%, and helping the UK's Highways Agency achieve a 50% reduction in carbon emissions. Our efforts to ensure greener Olympic Games resulted in Atos Origin being awarded a “Sustainability Star” by the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games for helping it achieve its sustainability goals.

People: valuing diversity

Atos Origin is committed to a work environment where employees are all treated with respect and dignity, promoting equal opportunity and prohibiting unfair discrimination and any form of harassment. Equal job opportunity and non-discrimination are fundamental principles within the Group. In 2009, the company focused on raising employee awareness about its measures to facilitate integrating disabled people.

Supporting the Community

In 2009, Atos Origin continued to encourage its subsidiaries and team members to engage in community or charity work on their own. Many Group employees worldwide, through individual commitment, bring Atos Origin's sustainable development approach to life.

A full-page background image of a diver in mid-air during the Beijing 2008 Olympics. The diver's legs are extended horizontally, and their arms are reaching upwards. The background is a blurred stadium filled with spectators. A blue banner with the Olympic rings and the text "Beijing 2008" is visible behind the diver. A dotted line runs diagonally across the page from the bottom left towards the top right.

03 • Bringing Solutions of Excellence

Consulting	40
Systems Integration	44
Managed Services	48
Hi-Tech Transactional Services	56



Consulting

Tangible results from technology

Atos Consulting delivers the “Design” component of Atos Origin’s Design – Build – Operate model. The mission of Atos Consulting is to deliver tangible results to its customers, by helping them transform behaviors, business models, processes and IT to reap the full benefits of technology adoption. Our consulting teams blend their in-depth understanding of industry sectors together with their expertise in process innovation, technology and transformation acceleration.

Industry-specific offerings

Our in-depth industry expertise in markets such as the Public Sector, Financial Services, Energy & Utilities, Manufacturing, Retail & Transportation, and Telecom allows us to provide extremely targeted and appropriate solutions for our clients in these markets.

During 2009, we were able to provide a wide range of market-specific services to our clients. In **Financial Services**, our clients in Retail and Investment Banking, and Insurance required solutions with three areas of focus: Operational Excellence, Regulatory & Compliance, as well as Software package-based Solutions for core processes to help them migrate their legacy systems to core banking or insurance applications. Drawing on our extensive sector knowledge of **Public Services & Health**, Atos Consulting helped governments to reduce their costs and improve their services to citizens by leveraging new technologies. Our consultants with expertise in the **Energy & Utilities** sector supported our customers in reengineering their processes, addressing deregulation and building smart grids,

leveraging our Smart Metering and power expertise. Our clients in Aerospace, Automotive, Chemical, Consumer Products, High Tech, Pharmaceuticals and Retail benefited from our comprehensive experience and targeted solutions for the **Manufacturing, Retail & Transportation sectors**. In particular, our Maximize Manufacturing Together (MMT) approach, which is based on SAP ERP and SAP Business Suite 7, enabled our clients to improve their best practices, take advantage of process transformation and implementation with the latest Enterprise Resource Planning-related technology, as well as Atos Origin’s distinctive Manufacturing Execution Systems solutions, and our industry-specific Supply Chain management solutions. Atos Consulting continued to work closely with the **Telecom & Media** sector in 2009, advising major European Telecom operators on areas such as simplifying, standardizing and consolidating processes, Customer Value Management, OSS IP Transformation, Intelligent Networks, and Convergent Billing, which improves billing processes, creates innovative and flexible billing schemes, and mobile payments.

Halved implementation time for European shared service center



Assisting Toyota Boshoku in its European expansion strategy



Atos Origin's proven experience and expertise in manufacturing industries and its leadership role in international projects placed it in prime position for winning a contract in 2009 with Toyota Boshoku Europe to design and implement its European Finance Shared Service Center with Oracle Business Accelerators.

The global automotive manufacturer is currently expanding its operations in Europe and plans to establish its new entities within a short time frame. Atos Consulting was able to demonstrate its expertise and capacity for innovation with Oracle solutions. With the leverage of Oracle Business Accelerators, implementation for a complete solution for three countries will be halved time to less than one year.

Another major objective for Toyota Boshoku Europe is to integrate its finance system with other new systems under construction, such as manufacturing, logistics, and human resources. This will enable the company to build up its corporate core finance solution, harmonizing financial reporting and reducing period closing lead-times. Atos Consulting will work closely with Toyota Boshoku Europe to design and build an optimal solution and reduce costs. The solution will be based on Oracle's eBusiness Suite package so that it can be tailored to Toyota Boshoku Europe's requirements. The solution conceived by Atos Consulting is both efficient and personalized, while limiting development time to the very minimum in sharp contrast to time spent on comparable projects.

Improving performance and delivering savings for the Highways Agency



The Highways Agency is responsible for operating, maintaining and improving England's strategic road network with a total spend of £6.6 billion for 2008-2009.

Following a major review commissioned by the Department for Transport, the Highways Agency set itself an aggressive six-month target to demonstrate by March 2009 significantly improved program management control of the £1.1 billion invested in major projects.

Working with Atos Consulting, the Highways Agency has changed decades-old behavior and met its deadline on budget. We helped deliver unprecedented

financial visibility and demonstrated how real change can work when consulting practices and skills are deployed in partnership with the public sector.

The Highways Agency is now on track to deliver at least 5% savings of the total operating budget through better management of the supply chain. Not only did the project position the Highways Agency as a world-class delivery organization, it has produced a blueprint for reporting in government.



At least 5% savings of the operating budget



...Consulting

Competitive advantage from understanding industry

Atos Consulting works to create competitive advantage for our clients by leveraging technologies. Our consultants bring together the most relevant of Atos Origin's offerings, expertise and capabilities to address each client's needs and ambitions so as to ensure the delivery of a truly world class IT-enabled process innovation and business transformation.

Centers of Excellence

In addition to ensuring a strong industry focus, we also leverage our resources on cross-industry issues. During 2009, we established a number of Centers of Excellence to develop functional expertise and offerings across industry sectors.

- **IT Leadership:** leveraging the Group's IT expertise, Atos Consulting works to better align IT with clients' business requirements, lower capital expenditures and maximize operational efficiency.

- **Strategy & Innovation Leadership:** during 2009, we helped clients in areas such as innovation acceleration, business transformation in Strategy, Operations and Finance (for 75 IT companies in Spain), and alliances and partnership management (such as KPN, BASF).

- **Sustainability:** Atos Consulting has developed a full portfolio of offerings to help customers reduce the environmental impacts of their business and their IT. For example, our Intelligent Sustainability offering helps customers implement a sustainability dashboard across the whole enterprise.

- **Customer Management Leadership:** our focus is on optimizing customer interaction with Web 2.0 and channel integration as well as improving customer intelligence and knowledge management.

- **Financial Leadership:** during 2009 we delivered bottom line results for many clients including Toyota, the UK's National Health Service, ING, NUON, Santander, Iberia, GDF, Mars, Goodyear and Reuters. Our work in shared services, cost improvement and business intelligence was recognized in 2009 by the Chartered Institute of Management Accountants who elected Atos Origin *Finance Team of the Year within the Private Sector in the UK*.

- **People & Change Leadership:** we design and implement HR processes, organizations and IT systems, as well as Change Management approaches and organizational performance. We are also able to roll out particular expertise in areas such as HR Business Partner Development Program, HR Shared Services Center Customer Care, and Financial HR Tools.

- **Procurement Leadership:** our consultants help build and run professional procurement organizations and focus on Procurement Intelligence, IT procurement, Indirect procurement cost reduction, and Supplier Relationship Management.

Systems Integration

Business value through efficient IT

Atos Origin's Systems Integration services generate business value for our clients through a more efficient use of IT. We are market leaders in offering specialist business-critical systems to industry sectors and we are leaders in Europe for our broad range of innovative cross-industry offerings.

Systems Integration offerings in 2009

Our industry-specific Systems Integration offerings continued to provide best-in-class integration solutions in 2009 for the global Energy & Utilities, Telecoms, Manufacturing, Aerospace and Transport, and Major Events sectors. An example of the business-critical work we provide is the contract signed in 2009 to provide Internet ticketing (AVANTIX WebTIS) to Chiltern Railways (the UK-based rail operating company). Atos Origin retained almost 100% market share of the "on train" ticketing market by renewing all operators' contracts for AVANTIX Mobile.

Our cross-cutting industry offerings generated significant volumes (close to one third of our Systems Integration revenues) during 2009, placing us in prime position as European regional leader. Our portfolio includes Enterprise Content Management (ECM), Testing & Acceptance Management (TAM), Application Management & Modernization (A2M) and Global SAP. Our 2009 wins included a three-year renewal contract with Renault where Atos Origin has expanded its reach to functional domain integration, organized a co-governance, and widened the scope from Application Maintenance to Application Development Management.

Our globally integrated SAP service line brings together our Systems Integration practice and our Infrastructure Management practice and our consulting services. We reinforced our SAP capabilities in 2009 through our acquisition of Shanghai Covics, a leading SAP systems integration company in China.

In 2009 our Business Application Services represented the largest part of our Systems Integration activity with 65% of our revenue. Business Application Services can be applied across all core markets and cover:

- Professional Services for which the company provides resources for mean;
- Customized and packaged solutions depending on clients' needs. We work closely with selected strategic partners in order to develop, implement and integrate leading technologies and packaged systems.

17 million
registered users
for eGovernment
services



Government
Gateway:
eServices
for citizens,
business and
government



Atos Origin's expertise is a major contributor to key change programs. A prime example is our Security and Identity Management work on the UK Government Gateway, the central registration and authentication point for secure online government services.

Since 2001 the annual number of Government Gateway online transactions, user registrations and annual transactions has grown significantly. In 2008/09 alone 3.7 million users enrolled with the service. By May 2009, no fewer than 165 eEnabled services were being offered and the total number of registered users had reached nearly 17 million.

The Government Gateway is widely regarded as the single most diverse piece of common IT infrastructure in the UK. It is a critical part of transformational joined-up government, providing citizens, business and government employees with access to a wide variety of services offered by central government, government agencies and local authorities.

Making SAP projects business rather than IT projects



Atos Origin achieved new records in 2009, completing a SAP implementation for German agricultural cooperative society, Hauptgenossenschaft Nord AG, in 18 months. This is one of the fast SAP implementations that have been carried out for a cooperative society.

Hauptgenossenschaft Nord AG (HaGe), one of

Germany's largest agricultural enterprises, wanted a common SAP solution to ensure its business processes were more transparent and to avoid redundant handling of data. In 2008, it selected Atos Origin because of our in-depth SAP expertise and knowledge of the diverse agriculture industry. Combining this with a tight project schedule and strict cost guidelines narrowed the selection down for HaGe.

By replacing the legacy enterprise resource planning system in HaGe's six independently structured sales regions Atos Origin has sought

to consolidate the application and system landscape. A key implementation issue was to achieve the balance between standardizing and individualizing the SAP landscape so that the entire system can be easily maintained and upgraded. The first two steps, verification and upgrade, have been successfully completed. The new ERP is up and running at the headquarters in Kiel and a new pilot region has been implemented. That already equates to 200 active users, with more being added each month. The SAP solution will be fully deployed and cover around 700 users at more than 100 locations in 2010.

SAP implementation completed in record time



...Systems Integration

Boosting productivity and high-quality systems

The current economic downturn has refocused many of our clients' agenda priorities. At the same time as expecting excellent quality IT services, at the top of their list are requirements for cost reductions, increased productivity and flexibility. In 2009 we boosted our efforts to deliver operational excellence in Systems Integration through a concerted effort to industrialize and globalize our production tools and methods

Achieving excellence in spite of economic downturn

Atos Origin is organized around our concept of Distributed Delivery. All our delivery centers and Systems Integration staff have access to the same processes and tools for the seven major Systems Integration processes. These processes and tools enable our workforce to capture business requirements in an optimal way, design and build the software, manage configuration changes and conduct tests in a very cost-efficient manner.

Our Global Factory approach allows for overall efficiency gains to be generated from our Systems Integration (SI) global delivery platforms via standardization, common tools and processes, repeatable processes and solutions, and economies of scale.

We have also boosted greater industrialization of our production through a common, integrated set of processes and metrics across the whole organization. In addition, our pioneering use of successful Lean Management techniques for Systems Integration has allowed engineers to focus on the creation of value for our customers and eliminate any waste.

Expanding our global footprint

In order to increase our competitiveness, in 2009, Atos Origin strongly increased its presence in Morocco and in India, and we continue to serve our Spanish-speaking clients from our Argentinean offshore site.

We are developing a "Go-to-Market" strategy around our Atos Sphere Cloud services. We believe that Cloud Computing will soon be part of our clients' overall business strategy. We plan to be ready ahead of time to offer the right services to customers and to differentiate in this area. Our leading position in Europe for Open Source software and the Managed Operations capabilities of Atos Origin provides great chances to succeed.

Managed Services

Transforming our clients' IT operations

Atos Origin's Managed Operations provide our customers with competitive advances in managing and transforming their IT operations. Atos Origin is the leading European outsourcing company and a leading outsourcing company in other regions of the world. Our full-service portfolio includes managing clients' entire information and data processing systems. This enables our clients to benefit from state-of-the-art technology in a flexible environment to gain competitive advantages in their business.

Operational excellence in Managed Services

In 2009, we launched projects to develop our efficiency in line with the Group's Total Operational Performance program. These projects address the whole range of our services, and aim to:

- Identify and roll out globally best-of-class practices, from technical to purchase dimensions
- Reduce energy consumption in our data centers
- Develop offshore within a global model of service delivery & localization
- Deploy lean management to enhance client-focused efficiency.

A key driver in achieving these objectives was the creation in 2009 of a Global Factory, through which our local teams deliver high quality and extremely efficient shared services to clients where these can be aligned to global practices according to technology. A matrix model guarantees technical effectiveness as well as client intimacy. The benefits of the Global Factory include development of global tools, leverage on investments as well as skills development and sharing. Establishing the Global Factory provided a boost for our offshore development, which by the end of 2009 saw a rise to over 1,590 full-time employees offshore.

During 2009 Atos Origin continued its cooperation with leading vendors such as Intel, Microsoft, EMC, VMware, Novell, SAP, FSC, Unisys, IBM, HP and Sun through joint innovations, such as Cloud Infrastructure Services. Our strategic partnership with Microsoft as a global reseller of the dedicated version of the Microsoft Business Productivity Online Suite means we can now deliver the full spectrum of IT delivery models including external cloud services and software as Service-related activities.

We initiated a new innovative Distinctive Offering (Atos Sphere) in 2009, and experienced considerable business growth through our existing solutions: Identity, Security, and Risk Management and Adaptive Workplace.

The high quality of Atos Healthcare's ITIL-based, global service delivery in providing IT, BPO and leading-edge healthcare solutions was recognized in 2009 by the award to Royal Mail Group, supported by Atos Healthcare, of the BITC Example of Excellence (Healthy Workplace) for achievements in reducing sickness absence.

**Delivered
40%
cost savings**



**NXP selects
Adaptive
Workplace
to realize
worldwide
desktop design
strategy and
savings**



Atos Origin's key solution "Adaptive Workplace" started being used in 2009 to manage all the workplaces across the world of NXP, the independent semiconductor company founded by Philips.

Over the next four years, Atos Origin will manage all 16,000 seats, including 1,800 in Asia Pacific to realize NXP's goal to increase efficiency and generate cost savings by working with a uniform desktop design worldwide.

The "Adaptive Workplace" is one of Atos Origin's strategic solutions providing a full range of desktop and end-user support services to allow the end user to work anywhere, anyplace, and at anytime. It has already been successfully deployed for many clients worldwide, enabling them to achieve cost reductions of up to 40% on workplace management costs. Atos Origin currently manages more than 700,000 desktops and 20,000 servers.

The work for NXP contains a high degree of complexity as it involves a large variety of different systems and geographic locations that need to be migrated to one single solution. Atos Origin was selected in 2009 to be NXP's long-term partner to strengthen their competitive presence and increase output. To this end, the companies will work with jointly agreed key performance indicators, including systems availability, continuous service, cost reductions and output performance levels. The new contract indicates the strategic importance of Adaptive Workplace to NXP and the high level of confidence it places in Atos Origin meeting set targets.

Bringing
energy efficiency
to Vivarte's
Information
System



The expertise and efficiency of Atos Origin's global data center network in Essen, Germany, was a key reason in 2009 for Vivarte, a leading French footwear and apparel retailer, to extend Atos Origin's managed IT operations partnership for an additional five years.

The decision reflects a shared commitment to deepening the contribution of the Vivarte Group's data processing capabilities to the market success of its retail banners.

Atos Origin has been running the entire Vivarte information system since 2001. The partnership covers the supply and operation of the mainframe information system, management of 135 distributed servers and 1,000 workstations, plus user support

and administration of the Local Area Network linking three Vivarte sites. Atos Origin also manages 2,400 POS terminals for the various Group banners, providing hotline assistance and support for cash register systems.

The new agreement reflects the almost continuous optimization of the service delivered by Atos Origin teams for more than seven years. A high point in the two companies' trusting relationship was reached in October 2008, when they decided to transfer mainframe computing resources to Atos Origin's new European data center in Essen, Germany. Since then, Vivarte has seen its IT system seamlessly accommodating growing transaction volumes without requiring any increase in processing power.

Long-term
partnership
for business
success



...Managed Services

Agility measures to increase our clients' competitiveness

Atos Origin responded swiftly to the challenge of helping clients brave the challenging economic climate in 2009 through our cost cutting, flexibility and agility measures and added-value pricing models. Our Atos Sphere offering has given clients the type of service scalability and flexibility in pricing that they need so that they can use IT to help them maintain a competitive edge and grow.

The fabulous six: fast and sustainable offerings

Atos Origin is one of the few companies that can provide all the "design, build, and operate" elements of a complete outsourcing solution.

Our main Managed Services portfolio areas are: Adaptive Workplace, Cloud Infrastructure Services, Mainframe Services, Infrastructure Solutions, Application Hosting, Identity, Security and Risk Management, Infrastructure Professional Services.

During 2009 we assisted our clients in addressing the changes in the economic climate through six specific offerings:

Mainframe 2010: leverage our global mainframe hub for customers with relatively small mainframe demand (up to 1000 MIPS)

Atos in a Box: Cloud based on-demand desktops

Activ7: automated Microsoft Windows 7 migrations following a four-stage approach

Adaptive Server Virtualization: virtualization with the option to land on Atos or customer-managed platform

Instant Capacity on Our Cloud: a special cloud infrastructure offering to handle short-term overflow workload

SAP Hosting Savings: fast TCO assessment enabling significant cost savings on SAP environments, including the projects to make it happen.

Each single solution can deliver a quick and measurable return on investment (ROI) and, when coupled with other elements of our portfolio, can deliver further improvements in efficiency, growth and sustainability.

Flexibility and high quality

Atos Origin is able to deliver Managed Services using various engagement models to ensure commercial flexibility to suit each client's specific requirements. Traditional approaches (SLA-based, fixed-price IT-outsourcing arrangement) are now balanced with alternative models, such as IT-Outsourcing on a pay-per-use basis, or could include the company being engaged in joint ventures with other clients.

Ensuring a worldwide consistent quality level in service delivery is a key success factor for implementing our Global Sourcing strategies. All our Global Sourcing Centers operate at the highest levels of ISO 9001:2000 and the SEI Capability Maturity Model (CMM and CMMI).

Operational excellence is also ensured through our Continuous Service Delivery Methodology (CSDM), which facilitates globally consistent processes, tooling and organizations to provide world-class service delivery, based on ITIL standards.

Hi-Tech Transactional Services

Leader in end-to-end services for critical electronic transactions

Accelerating the development of Atos Worldline’s business activities was core in 2009 to the positioning of Atos Origin’s growth strategy. A leader in end-to-end services for critical electronic transactions, Atos Worldline specializes in Hi-Tech Transactional Services, which allows the Group to differentiate in the market, with strong, added-value services to clients and a successful business model.

A unique expertise

Atos Worldline, our wholly owned subsidiary, brings together Atos Origin’s core expertise in Hi-Tech Transactional Services. In 2009 we initiated the roll-out of our Hi-Tech Transactional Services at the global level in line with our growth strategy to expand leadership in areas of critical-business services.

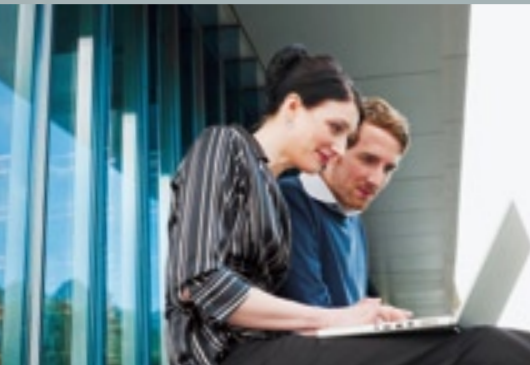
We are a European Leader in **electronic payment services** with over 35 years experience and in-depth expertise of the payment industry in Europe. Our services cover the full value chain of payments, ranging from payment issuing, acquiring, terminals, card and non-card payment solutions and processing.

With more than 30 years experience and expertise in developing **eCommunities** Services for customers, citizens and communities, Atos Worldline’s solutions help its clients optimize their client relations through channels such as Client Service Processes, Messaging solutions, Web platforms, Digitization, trust and archiving services.

Atos Worldline’s expertise in **Financial Markets** covers global markets throughout the investment process – asset managers, private bankers, brokers and intermediaries, exchanges, clearing houses, Central Counter Parties and Central Securities Depositories. Atos Worldline also develops state-of-the art inter-banking payment applications, Real Time Gross Settlement and Account Clearing Houses solutions, widely deployed in Europe and worldwide.

We offer robust industrial processing capabilities – processing 15 billion electronic transactions per year in our highly-secured data centers in Europe, which are fully interconnected, run 24/7 and offer unlimited volume. Commitment to offering best-quality services is demonstrated through strong Service Level Agreements and compliance to ISO 9001 standards. Atos Worldline’s sustained investments over the past 35 years in research and development for leading-edge technical solutions and platforms has led to regular client contract renewals as well as numerous market awards, including in areas such as mobile payments, secure payments over IPTV, online CRM and paperless solutions.

1st French e-government platform reduces administrative tasks and paper



Innovative technologies contributing to a stronger local government



Bringing together our expertise in Hi-Tech Transactional Services, Atos Worldline has signed the first public-private partnership contract for IT solutions in France. Over the next ten years, we will provide services to nearly 900 local authorities and state-owned companies in the Burgundy region who form eBourgogne, the first eGovernment GIP (Grouping of Public Interest) for local authorities in France.

Current French government policy aims to ensure that local government provides its users with paperless services, with a view to simplifying administrative procedures. Atos Worldline will ensure the design, development, operation, hosting and maintenance of the first local eGovernment platform implemented to support the public sector and private businesses in the region. Setting the standard for other regions across France and Europe, the platform offers many services, notably: paper-free

flow between local governments and the state; an electronic marketplace; website and form generators; the availability of collaborative tools; electronic archiving; electronic signatures; secure online payments and also eLearning.

Atos Worldline was selected for this project due to its experience in critical transaction management and its recognized expertise in managing large-scale outsourcing projects. In order to respond to the specific challenges of this project, Atos Worldline will draw on its unique expertise in eGovernment-related Hi-Tech Transactional Services, as well as its capacity for industrial processing of high-volume sensitive data. As part of its complete solution, it will also support GIP eBourgogne in the implementation of eLearning or on-the-ground training systems, and in establishing a dedicated telephone support service for official users and businesses.

Working
with ING
Belgium to
develop new
eServices
for the future



2009 saw Atos Origin and financial services provider, ING Belgium, extend their contract for payment card services to continue through to the end of 2013. In addition to continuing to provide its existing services, Atos Worldline, which brings together the Atos Origin expertise in Hi-Tech Transactional Services, will be exploring new opportunities together with ING Belgium.

Atos Worldline's services cover the processing of all ING Belgium payment transactions for their 2.3 million debit and credit cards. In addition, ING Belgium cardholders can use the Atos Worldline Card Stop services to block all of their payment cards and also access a dedicated contact center. Atos

Worldline also provides efficient fraud management services.

The shared commitment to high levels of security and to innovation by both Atos Worldline and ING Belgium will now lead to broader cooperation to develop new eServices in the electronic payments area.

Dirk De Cock, CEO of Atos Worldline in Belgium, said: "Together with our banking clients, we are constantly looking for the most client-friendly solution for cardholders. We are delighted to hear that ING highly values our services. We are therefore greatly looking forward to the renewed collaboration and are ready to accompany ING Belgium in the deployment of new services."

Atos Worldline
processing
capabilities –
key figures



Payment

- 24 million credit & debit card transactions
- 477,000 terminals
- 374 million remote payments
- 2 billion acquiring transactions
- 30 million mobile phones prepaid

eCS

- 1.6 billion calls (IVR & contact centers)
- 59 million email boxes
- 45 million loyalty cards

Financial Market

- 255 million cleared positions
- 250 million trades
- EUR 400 billion assets guaranteed



...Hi-Tech Transactional Services

The HTTS business model

The strong profitable growth potential of the Hi-Tech Transactional Services business model was presented at the Investor Day on 12 June 2009. With the continued organic development of Atos Worldline in its current geographical footprint (Belgium, France and Germany), and the expansion to the other geographies of the Group our ambition is to double organically our Hi-Tech Transactional Services over a five-year period.

Delivering further IT value to our customers

Since June 2009, several steps have been taken to roll-out the Hi-Tech Transactional Services (HTTS) offering and business model throughout the Group.

In all priority geographies (all major European countries and Asia Pacific), a team responsible for carrying out HTTS development has been identified and mobilized. At the same time, within Atos Worldline, the support to help all these geographies in their HTTS development efforts has been structured and strong dedicated resources mobilized. At Group level, the required governance aspects have also been implemented to ensure joint effort and dedication of Atos Worldline and the Country management teams toward this strategic development.

Rolling out the HTTS business model

The business model for Hi-Tech Transactional Services is based on the key success factors underpinning Atos Worldline's successful development in delivering IT value differently to our customers through:

- full control of design and architecture of customized applications & services
- processing the services in controlled, self-designed and mutualized data centers
- a strong focus on structured, one-time development and re-usability throughout multiple customer services
- a price structured along business metrics relevant to our customers' success
- a framework of commitments aligned with the joint success of the delivered service.

Our revenue model is based on key business metrics aligned with the success of the service and the customer's activity. We thereby establish a strong partnership with our clients sharing the risks and the benefits of their success, and we are striving to provide low set-up costs for new services for our customers.

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A golden ratio background graphic featuring a large rectangle divided into a grid of squares. A series of overlapping circles, each tangent to the sides of the squares, create a spiral pattern that fills the entire page. The circles are drawn with thin, light-colored lines.

atosorigin.com

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